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MASTER OF MILITARY STUDIES

TITLE:

APPENDIX J AND K TO MARINE CORPS WARFIGHTING PUBLICATION 5-1(MCWP 5-1), ***MARINE CORPS PLANNING PROCESS (MCPP)*** **THE ACCELERATED MARINE CORPS PLANNING PROCESS (AMCPP) AND REHEARSAL TYPES, TECHNIQUES, AND CONSIDERATIONS.**

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Abstract
The Marine Corps Warfighting Publication 5-1(MCWP 5-1) was published in January 2000 and is the principle planning manual in the Marine Corps. However, the new process is directed at too high of a level to be the principle planning doctrine for the lower level units. Therefore, I have developed two appendices to the MCWP 5-1 to improve the documents relevance to the regimental and battalion level. The two appendices are: The Accelerated Marine Corps Planning Process (AMCPP) and Rehearsal Types, Techniques, and Considerations. The AMCPP is a technique for scaling MCPP to operationally realistic time constraints. However, it is not just doing MCPP fast. The AMCPP hinges on the commander, with the advice of his staff, making a decision very early in the process, then improving the decision with the remainder of the process. The end result is a solid and flexible plan that can be executed rapidly. At the regimental and battalion level, rehearsals are the key to achieving an implicit understanding of the plan and improving the probability for success. However, this portion of the planning process is often squandered due to poor rehearsal technique, or failure to target the rehearsal to the appropriate audience. Therefore, this appendix offers several rehearsal techniques and planning considerations that if adopted will enhance the doctrinal instructions in this area.

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The Marine Corps Warfighting Publication 5-1(MCWP 5-1) was published in January 2000 and is the principle planning manual in the Marine Corps. However, the new process is directed at too high of a level to be the principle planning doctrine for the lower level units. Therefore, I have developed two appendices to the MCWP 5-1 to improve the document's relevance to the regimental and battalion level. The two appendices are: "The Accelerated Marine Corps Planning Process (AMCPP) and Rehearsal Types, Techniques, and Considerations."

The AMCPP is a technique for scaling MCPP to operationally realistic time constraints. However, it is not just doing MCPP fast. The AMCPP hinges on the commander, with the advice of his staff, making a decision very early in the process, then improving the decision with the remainder of the process. The end result is a solid and flexible plan that can be executed rapidly.

At the regimental and battalion level, rehearsals are the key to achieving an implicit understanding of the plan and improving the probability for success. However, this portion of the planning process is often squandered due to poor rehearsal technique, or failure to target the rehearsal to the appropriate audience. Therefore, this appendix offers several rehearsal techniques and planning considerations that if adopted will enhance the doctrinal instructions in this area.

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Master of Military Studies Executive Summary

Title: Appendix J and K to Marine Corps Warfighting Publication 5-1 (MCWP 5-1), Marine Corps Planning Process (MCPP) The Accelerated Marine Corps Planning Process (AMCPP) and Rehearsal types, Techniques, and Considerations.

Author: Major R. B.Turner Jr USMC

Thesis: The current Marine Corps doctrinal publication for planning, MCWP 5-1, advocates a planning process that is primarily focused toward the Marine Expeditionary Force (MEF), but its ineffective for most of the situations faced the at the regimental and battalion levels.

Discussion: The Marine Corps Warfighting Publication 5-1(MCWP 5-1) was published in January 2000. The new process is directed at too high of a level to be the principle planning doctrine for the lower level staffs. On the first page of the MCWP 5-1 it states, "Although the publication is written for planning at the Marine Corps component, Marine Expeditionary Force (MEF), and Major Subordinate Command (MSC) levels, the planning process is easily scalable to the regiment, group, battalion, or squadron levels." This is not the case. Although the overarching process may remain the same, the techniques used to reach a decision, develop an order, and transition the order into execution are somewhat different at the tactical level. Therefore, I have developed two appendices to the MCWP 5-1 to improve the document's relevance to the regimental and battalion level. The two appendices are: "The Accelerated Marine Corps Planning Process (AMCPP) and Rehearsal Types, Techniques, and Considerations.

The AMCPP is a technique for scaling MCPP to operationally realistic time constraints. However, It is not just doing MCPP fast. The AMCPP hinges on the commander, with the advise of his staff, making a decision very early in the process, then improving the decision with the remainder of the process. The end result is solid and flexible plan that can be executed rapidly

The MCWP 5-1 does not discuss rehearsals in detail. At the regimental and battalion levels, rehearsals are the key to achieving an implicit understanding of the plan and improving the probability for success. However, this portion of the planning process is often squandered due to poor rehearsal technique, or failure to target the rehearsal to the appropriate audience. Therefore, this appendix offers several rehearsal techniques and planning considerations that if adopted will enhance the doctrinal instructions in this area.

Conclusion/recommendations: I recommend that these proposed appendices be incorporated into a planned revision of the MCWP 5-1. If incorporated, these appendices would tailor the planning process more effectively to the regimental and battalion level, resulting in greater planning similarities between units in the operating forces.

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Preface

The Marine Corps Warfighting Publication 5-1(MCWP 5-1) was published in January 2000. MCWP 5-1, The Marine Corps Planning Process (MCPP), replaced in part the Fleet Marine Force Manual 3-1(FMFM 3-1) that was last updated in 1979. MCWP 5-1 is a much improved planning doctrine compared with the FMFM 3-1; however, the new process is directed at too high of a level to be the principle planning doctrine for lower level staffs. On the first page of the MCWP 5-1 it states, "Although the publication is written for planning at the Marine Corps component, Marine Expeditionary Force (MEF), and Major Subordinate Command (MSC) levels, the planning process is easily scalable to the regiment, group, battalion, or squadron levels." [1] This is not the case. Although the overarching process may remain the same, the techniques used to reach a decision, develop an order, and transition the order into execution are somewhat different at the regimental and battalion level. Therefore, I have developed two appendices to the MCWP 5-1 to improve the document's relevance to the tactical level of war. The two appendices are: "Appendix J: Accelerated Marine Corps Planning Process" and "Appendix K: Rehearsal Types, Techniques, and Considerations." I have coordinated with the MCCDC Doctrine Division and they agree these were areas the MCWP 5-1 needs more elaboration on.

[1] The Marine Corps Warfighting Publication 5-1(MCWP 5-1) *Marine Corps Planning Process (MCPP)* January 2000. Page 1

Appendix J

The Accelerated Marine Corps Planning Process (AMCPP)

Although the MCPP outlined in chapters 1-7 of the MCWP 5-1 is a comprehensive and effective planning model, it is tailored to the Marine Forces Component (MARFOR), MEF, and the MEF's Major Subordinate Commands. This appendix addresses decision-making and planning techniques that are focused at the regiment/group level and at the battalion/squadron level. The term deliberate will be used to refer to the process outlined in chapters 1-7 of the MCWP 5-1 and the term Accelerated Marine Corps Planning Process (AMCPP) will refer to the process contained in this appendix. Commanders and staffs at the lower end of the spectrum often operate with reduced capabilities and different requirements than their senior staff counterparts. Higher level staffs usually contain not only a full complement of genuine experts who are experienced in their fields, but also a future planning staff and a current operations staff. Also, the lower level staffs have to translate their plan to a force that is less experienced, requires more implicit understanding of the plan, and requires more coordination between elements of the force. Furthermore, this dilemma is exacerbated because lower level commands have the shortest time-line from receipt of the mission through mission execution. Therefore, this appendix outlines the Accelerated Marine Corps Planning Process (AMCPP). This process is similar to the deliberate technique, but it abbreviates the process and uses several time saving techniques in order to deliver a plan in a time-constrained environment. Furthermore, a staff should first be trained in the deliberate process prior to moving to the AMCPP to fully appreciate the steps that are being

abbreviated and what the ramifications might be. The accelerated process could be used by any force at any level, but it is primarily targeted at the regiment/group and battalion/squadron who are operating as part of a larger MAGTF or Joint Task Force (JTF).

Time: All of the great captains in history have recognized that time is the only irreplaceable commodity on the battlefield. MCDP-5, *Planning* discusses time as one of the central features of the planning process:

> *Few factors are more important to success than giving subordinates enough time to prepare. We frequently underestimate the time required for directives to permeate through the various echelons of an organization.* [2]

Furthermore, in the Marine Corps' capstone doctrinal publication MCDP-1, *Warfighting*, maneuver warfare is based largely on the "OODA loop theory." Both the enemy and ourselves operate in a cycle where we observe a situation (or are tasked), orient ourselves (and staff), decide what to do (and communicate a plan), and act (execute). [3] This is all done in a time competitive environment with both adversaries trying to beat the other to the punch. The critical byproducts to effective use of time are gaining a tempo advantage on the enemy and allowing more planning and preparation time for lower echelons of command.

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[2] Marine Corps Doctrinal Publication 5(MCDP 5) Planning. Quantico, VA: Headquarters Marine Corps. 21 July 1997. 76

[3] Marine Corps Doctrinal Publication 1(MCDP 1) *Warfighting*. Quantico, VA: Headquarters Marine Corps. 20 June 1997.

Receipt of a Mission: Following the receipt of a mission from higher headquarters or if the commander deduces a mission on his own, the unit must approach the planning process like the pit crew of a stock car racing team. The whole process, from beginning to end, should be viewed this way. If the commander and staff are efficient and produce a quick decision and FRAGO but it takes too long to disseminate the order, the unit has lost irreplaceable minutes in the ”race” against the enemy.

Upon receipt of the mission, the order should be copied for the commander and all the principle staff sections and the staff should be given a time to convene for the planning process. The central and indispensable element of the Accelerated Marine Corps Planning Process is strict time management. Therefore, before the process begins a time analysis is conducted and presented at the start of mission analysis. The executive officer (XO) may do this task while the CO and the other staff members are getting oriented on the new mission. It is recommended to use a time management chart similar to the one outlined in Figure 2 to orient the staff initially on the higher headquarters (HHQ) imposed time constraints and the available time based on the 1/3--2/3s rule. The 1/3—2/3 rule should be strictly interpreted to mean not only is the order issued to the subordinates, but also the rehearsals, backbriefs, and other meetings are complete with 2/3 of the time remaining. This initial time plan is briefed prior to mission analysis and modified based on the commander’s planning guidance. Use of the light data on the time management plan, shown in figure 2, keeps the timeline realistic when scheduling movements, rehearsals, and briefs. Above all, the XO must ruthlessly enforce the time schedule once it is approved by the CO.

Following mission analysis, the commanding officer will issue his planning guidance. He should either use the deliberate process or the accelerated process or some combination. The general times needed to execute the process in most planning scenarios are:

- Unit has approximately 14-24 hours (or more) from receipt of order to issue their order. When these conditions apply, the deliberate technique may be the most appropriate.

- Unit has 14 hours or less from receipt of order to issue their order. When these conditions apply, the accelerated technique may be the most appropriate.

These times are approximate and are only intended to serve as a guide. Unit experience, personality of the commander, level of training, and complexity of the assigned mission ultimately determine which process to use under specific time constraints.

The two planning models outlined are not mutually exclusive, but do provide a common doctrinal basis that all Marines are familiar with. The process used is merely a technique to produce a tactically sound plan that is flexible, integrated, and will accomplish the mission. This appendix outlines the process and suggests some techniques for implementation; however, unit SOPs must address the roles and responsibilities of each individual involved in the process.

Example planning timeline for a regiment using the AMCPP with 12hrs from receipt of a mission to execution.

Figure 1

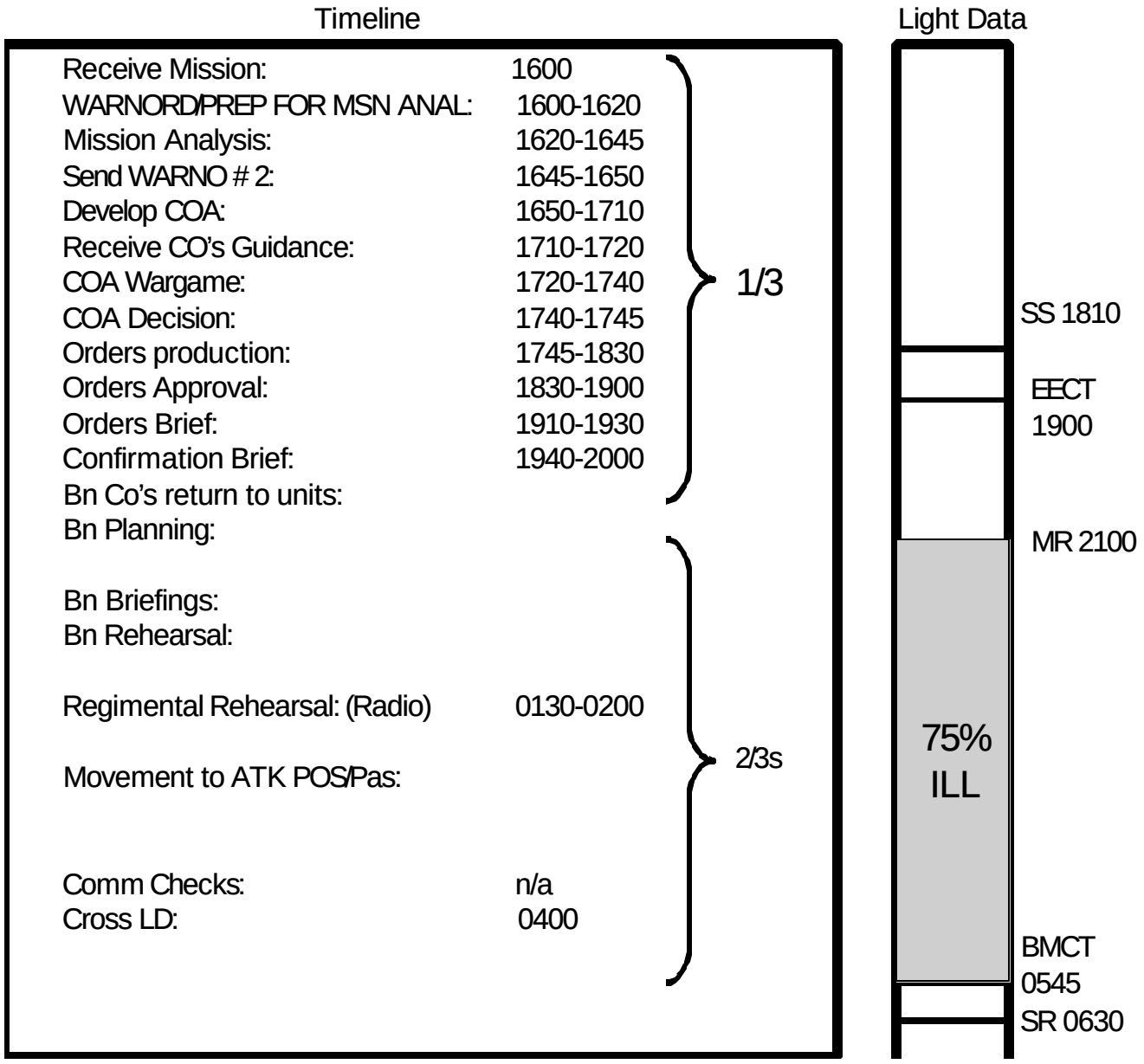
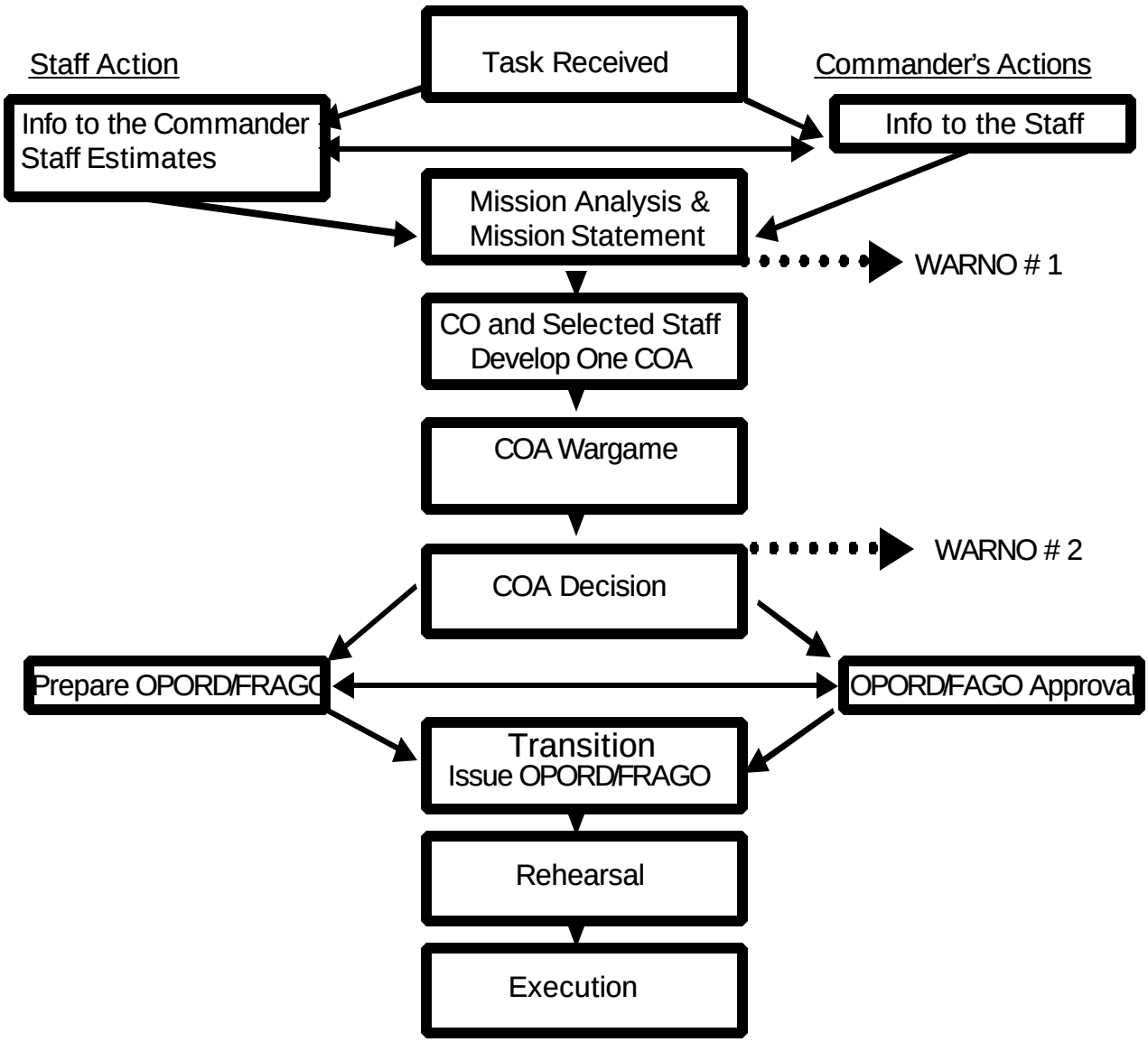


Figure 2[4]

[4] FM 101-5, *Staff Organization and Operation.* Washington, DC: Headquarters Department of the Army. 31 May 1997. The accelerated process is an adaptation of the U.S. Army's Decision Making in a Time Constrained Environment contained in Appendix H.

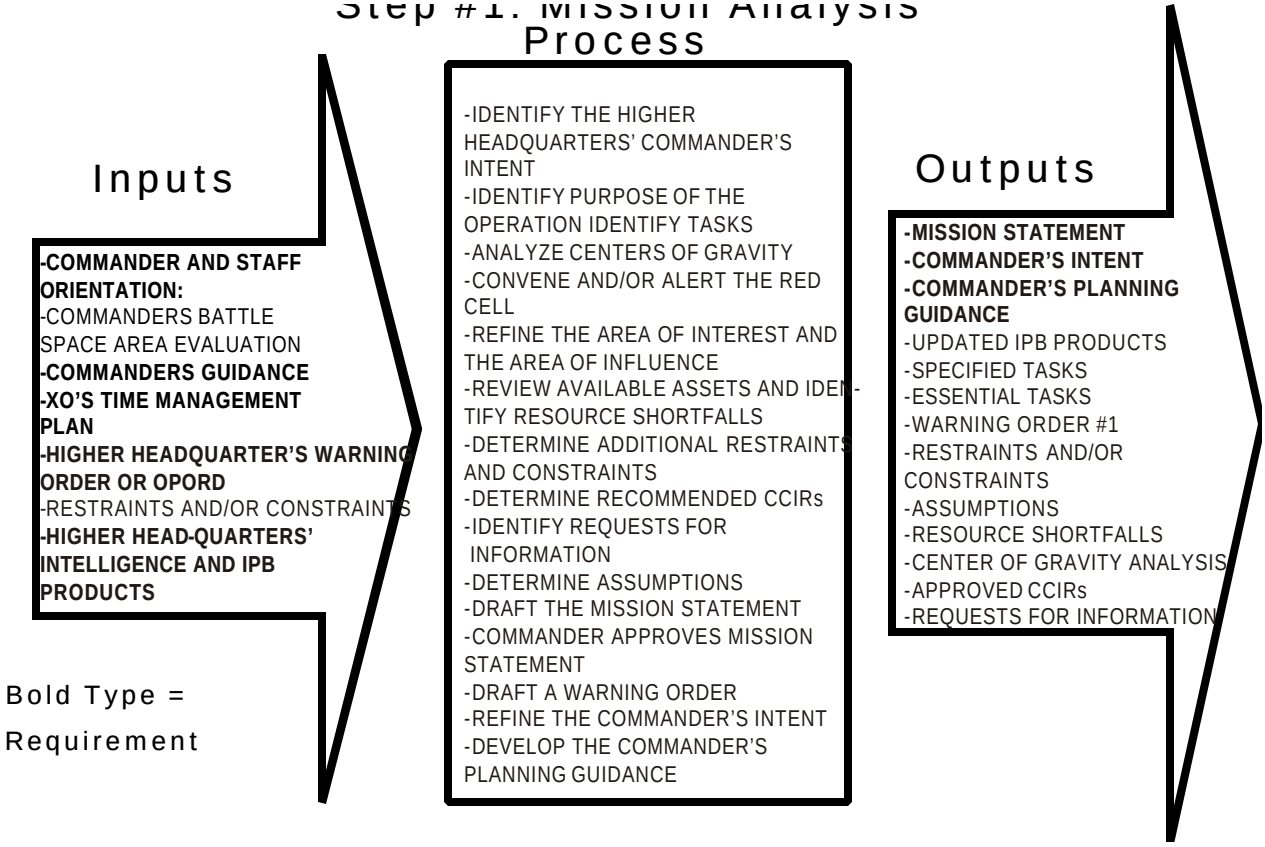
Accelerated Marine Corps Planning Process



The accelerated technique will assist the commander in developing a tentative plan. Under extreme circumstances, this may be little more than a mental process, but, nonetheless, the commander can use this process to assist him as he develops his plan. The accelerated technique follows the basic procedures already discussed in the deliberate process, but has some significant changes.

The major differences between the accelerated technique and the deliberate technique involve the commander's guidance, COA development, and COA wargamming. (See figure 2.) The accelerated technique is characterized by very active participation by the commander, and the development of a single COA that is suitable, feasible, and flexible. In this environment, a refined enemy situation may not be immediately available and thus preclude the development of a detailed plan. Therefore, the CO, acting on the available information and assumptions, develops a suitable and flexible plan then refines it as the time for execution approaches and his situational awareness increases. The accelerated technique will normally result in the development of a FRAGO.[5]

[5] FM 101-5, *Staff Organization and Operation.* Washington, DC: Headquarters Department of the Army. 31 May 1997. Paraphrased from the Appendix H of this manual.



STEP # 1: MISSION ANALYSIS

INPUTS: When using the accelerated technique, the commander and staff must be able to rapidly conduct the mission analysis to determine the mission statement. In some time constrained situations the CBAE will be difficult for the commander to articulate at the beginning of the process. His situational awareness may be as low as the remainder of the staff's until after mission analysis. The other inputs are the same as outlined in the deliberated technique in chapters 1-7 of this manual.

PROCESS: When using the deliberate technique, the staff conducts a detailed mission analysis to develop the basis of the planning process. When using the accelerated technique, time may not be available to use the same procedures. Under the most extreme

circumstances, the mission analysis may be nothing more than a mental process conducted by the commander and key staff members (S-2, S-3, FSC, XO, and other critical personnel). The staff should brief their initial estimates orally based on information they have been updating throughout the operation. During the mission analysis, there are no major differences between the two techniques. There are no techniques that will significantly reduce the amount of time required to conduct the mission analysis. Anticipation, prior preparation, and experience by the staff are the keys to a timely mission analysis process. Units should proceed with a formal mission analysis as time allows.

OUTPUTS: This step ends with the commander's planning guidance (CPG). Well-developed and clearly communicated commander's guidance can be a significant timesaver. Poorly communicated or incomplete guidance is a significant waste of time. The commander's guidance should serve to keep the staff focused by establishing clear parameters. The commander's guidance must be constantly reviewed and analyzed. As the situation changes and information becomes available, the commander may have to alter his guidance to the staff. The commander should, at a minimum, identify the following in order to focus the staff for COA development and the rest of the planning process:

-Likely enemy actions

-Mission statement

-Intent

-Vision of the concept of operation

-Deception objective

- Priorities

-Modification/approval of the XO's time plan

-Type of order to be issued

-Type of rehearsal to conduct

Below are other elements that the commander should either outline in his CPG or issue during the COA development phase:

-Priorities for fire support and desired effects

-Reconnaissance and surveillance plan

-Timing of the operation

-Key terrain

-Likely reserve composition, disposition, and strength

Some commanders may find it useful to give guidance by effects on the enemy. Table 1 contains a detailed list of some of the questions that may need to be answered by the commander. This guidance can be issued up front by the commander or can be developed by staff officers for the commander's approval.

Table 1: Commander's Guidance by Warfighting Function:

1. Intelligence

- Specific terrain or weather factors to consider
- Air avenues of approach
- Collection priorities (initial priority intelligence requirements [PIR])
- Use of Regimental/Battalion assets (Recon, SSP, LAR, electronic warfare)
- Counter-reconnaissance plan (composition/C²/task and purpose)
- Control measures (Regimental versus battalion security zones and responsibilities)
- Reconnaissance and surveillance (R&S) plan
- Targets for voice collection, direction finder (DF), and jamming
- Protection against enemy air assault
- Deception (see item 11).

2. Restated mission

3. Commander's Intent

4. Maneuver

- Which (and how many) COAs to consider
- Which COAs to NOT consider
- Task and purpose/size/composition of reserve
- Requirements, restrictions, and priorities for dual-purpose improved conventional munitions (DPICM), smoke, copperhead (CPHD), FASCAM, and illumination
- Maneuver of artillery
- OPSEC considerations
- Deception story and actions

Mobility/survivability

- Priority of work (mobility [M]/counter mobility [CM]/survivability [S])

- Offense (CM, M, S)
- Defense (S, CM, M)

- Mobility

- Main supply route (MSR)

Commander's Guidance by Warfighting Function:(cont)

- Priority of support
• Counter mobility (how to shape battlefield)
• Protection of Q36 radars
• Force allocation in battlefield framework
- Security (shape enemy, deny info)
- Main battle area (MBA) (designate, sustain, shift the main effort)
- Deep (shape/attrit the enemy)
- Reserve (size/composition, task and purpose, LOC, C²)
- Rear (priority of protection, focus of effort)
• Use of MPs (traffic control points [TCP], enemy prisoners of war [EPW]); priority of effort
• Target turnover plan . . . who will guard obstacles
• Obscuration for engineers putting in obstacles
• Intent of obstacles (disrupt, turn, fix, block)
• Regimental-directed obstacles
• Obstacle belts (closing of lanes/guarding obstacles)
• Use of engineer reconnaissance
• FASCAM (where, when, why)
- Delegation and restrictions
• Reporting/marking enemy obstacles
• Breach operations (suppress, obscure, secure, and reduce [SOSR])
- Marking lanes (day and night)

5. Fires

• Commander's intent for field artillery (FA), close air support (CAS), electronic warfare (EW)
• Effects desired, in terms of time, space and who is responsible for achieving these effects
• How the intent for fires supports our maneuver
• Fire support coordinating measures (FSCMs) (Coordinated fire line [CFL], free fire area [FFA], restrictive fire line [RFL], restricted fire area [RFA], no fire area [NFA]).

Commander's Guidance by Warfighting Function:(cont)

- Target acquisition priorities; type of targets to engage and desired effects
- Call for fire zones [CFFZ]and Critical friendly zones [CFZ]
- Attack guidance (destroy, neutralize, suppress)
- Place and time fire support is critical to the battle
- Suppression of enemy air defense (SEAD) requirements
- Priorities of fire and how to shift
- Force protection priorities; critical friendly zone (CFZ) placement
- Counterfire priorities and use of Q36 radar
- Where and how to kill the enemy
- How to shape the battlefield

6. Force Protection:

Nuclear, biological, chemical (NBC)

- Use of chemical reconnaissance
- Mission-oriented protective posture (MOPP) level
- Areas of denial desired
- Detection/reporting/marking
- Q36 to detect opposing force (OPFOR) firing air bursts
- Avoidance of persistent chemical strike
- Hasty decon considerations
- Deliberate decon sites and plan
- Masking/unmasking guidance
- Use of M8 alarms and M8 and M9 paper

Air Defense

- Criticality, vulnerability, and recuperability of friendly assets
- Threat air and ground courses of action
- Passive air defense measures available to the force
- Centralized/decentralized C²
- Weapons control status (hold, tight, free)
- Priority of protection

Commander's Guidance by Warfighting Function: (cont)

7. Logistics

- Commander's intent for support
- Anticipated requirements and pre-stockage of Class III, IV, V
- Priority of repair (units/equipment)
- Survivability
- Intent for use of engineers
- Blade priority (how many vehicles or fighting position dug in per unit)
- Priority of support
- Initial positions versus positions in depth
- Control of Class I, IV, and V
- Labor support by maneuver force
- Priority of support
- Main avenue versus secondary avenue
- MSRs and how to protect
- Medical evacuation assets and plan
- Rear area combat operations
- Emergency resupply/casualty evacuation (CASEVAC)
- Task and purpose for MPs (give priority of tasks)
- Location of CSSA (and who is there)
- Status by class of supply

Commander's Guidance by Warfighting Function: (cont)

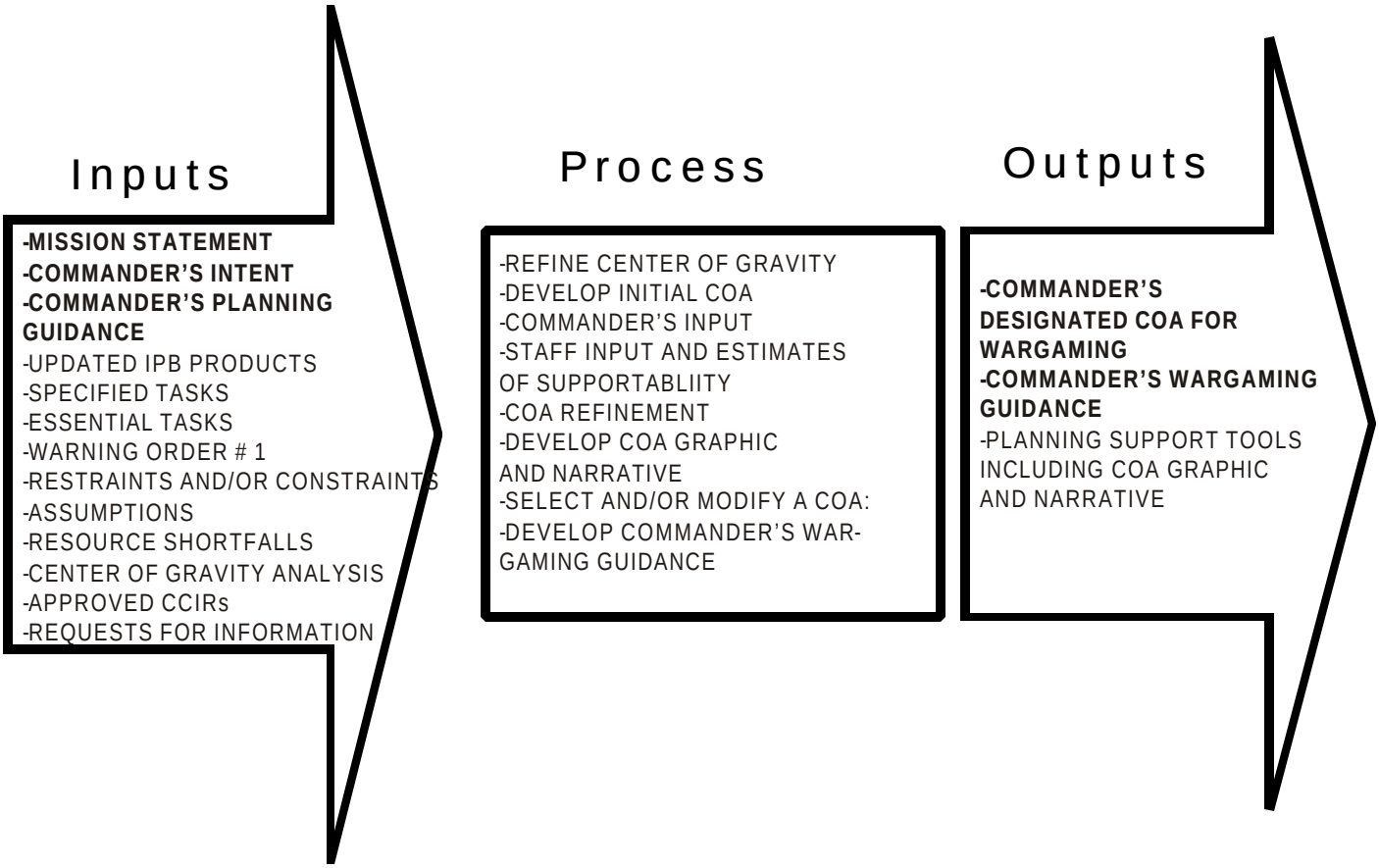
8. Battle Command

• Current and anticipated command post (CP) locations
- Command group
- Main CP
- - FWD CP
• Location of commander and S-3
• Succession of command
• Requirements for lateral coordination
• Force protection considerations
• Time for regimental orders drill major events
- Combined arms rehearsal
- R&S rehearsal
- FS rehearsal
-CSS rehearsal
•Communications
-Specific signal guidance
-Use of retrans
-Anti-jam plan (and frequencies)
- Signal operation instructions (SOI)/fill changeover time
• Liaison officer (LO) guidance

9. Deception

• What I want the enemy to think
• Task and purpose of deception plan
• Use of decoys, movement, radio transmission [6]

[6] The information in the above table was adapted from the FM 101-5, *Staff Organization and Operation*. Washington, DC: Headquarters Department of the Army. 31 May 1997.



STEP #2: COURSE OF ACTION DEVELOPMENT

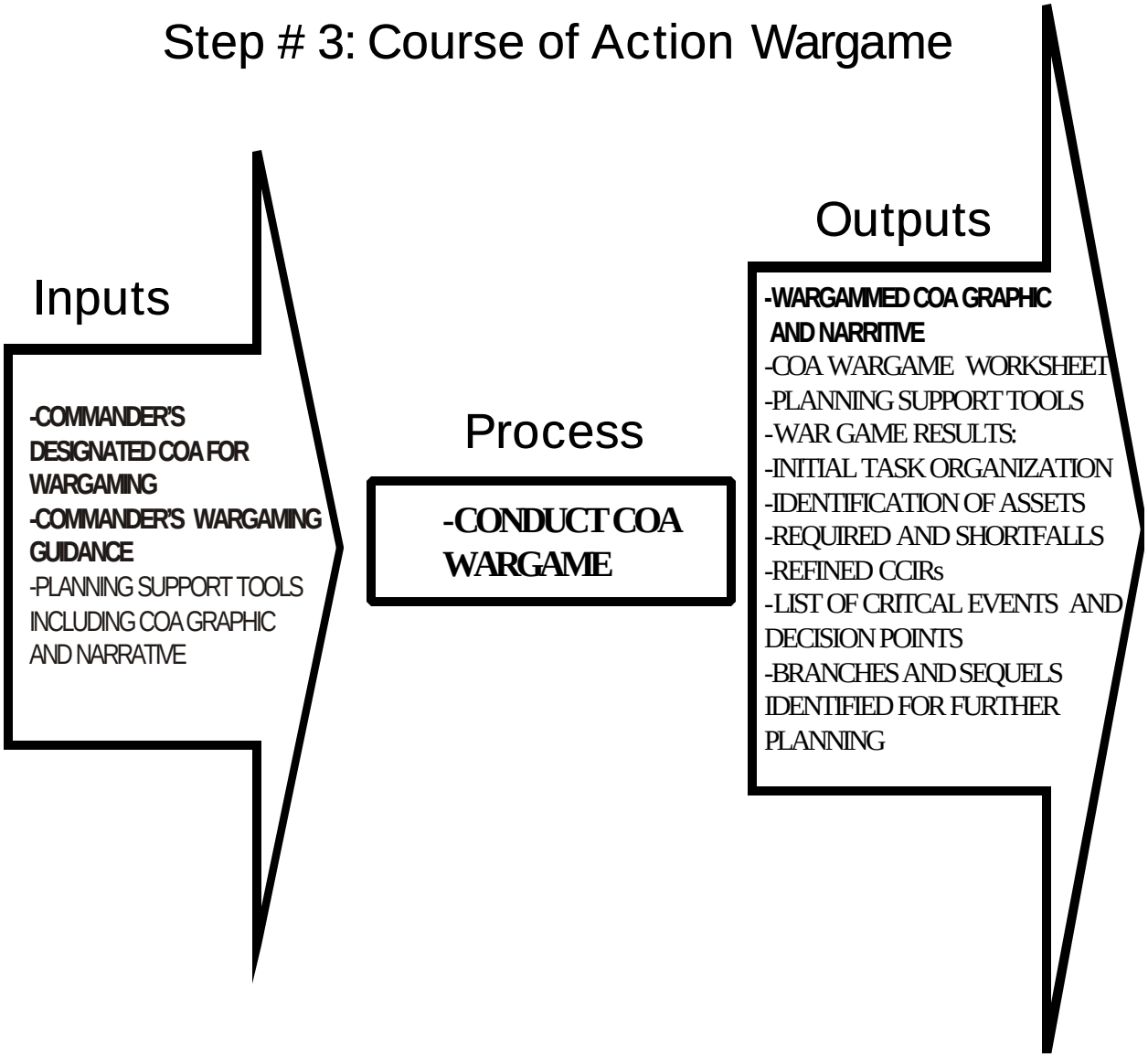
INPUTS: With time being the driving force behind the process, no discernable break in the flow is necessary. If time is severely limited, the commander may not issue his guidance verbally after the mission analysis. Instead he may decide to immediately begin personally developing one COA with input from selected staff officers. The S-2 must have developed a SITTEMP by this point in the process. He must push HHQ to get the

necessary information to produce at least a rough product. The other inputs to this step are the same as outlined in the deliberated technique in chapters 1-7 of this manual.

PROCESS: The COA development process in the accelerated technique is quite different than this step in the deliberate process. Actions during this step are based on the CPG and the time plan, but usually only one COA will be developed. The commander must determine who is critical and who is not since a small group is ideal for making quick decisions. The unit's SOP should determine who is in the group, but usually it will be the S-2, S-3, FSC, AIRO, S-4, S-6 and the XO. This group may vary depending on the type of mission. For example, in the defense, the engineer officer may be included. During a MOOTW, the civil affairs, public affairs, JAG, or psychological operations officer may be included. This group must then quickly develop a flexible COA that they feel will accomplish the mission. The key to success, when using the accelerated technique, is to rapidly develop a base plan with appropriate branches that is flexible, feasible, suitable, and acceptable. **Don't try to develop the perfect COA!**

Staff estimates are normally done verbally and on the fly. It is imperative that staff officers are aggressive in interjecting concerns that are potential "show stoppers" but don't bog the process down with issues that are found in the formal estimate. The COA is then refined in as much detail as the commander desires and the COA is approved to begin the wargame.

OUTPUTS: Since time is short, the commander issues specific guidance for the wargame and any additional guidance on the developed COA. The other outputs are the same as those outlined in the deliberate technique in chapters 1-7 of this manual.

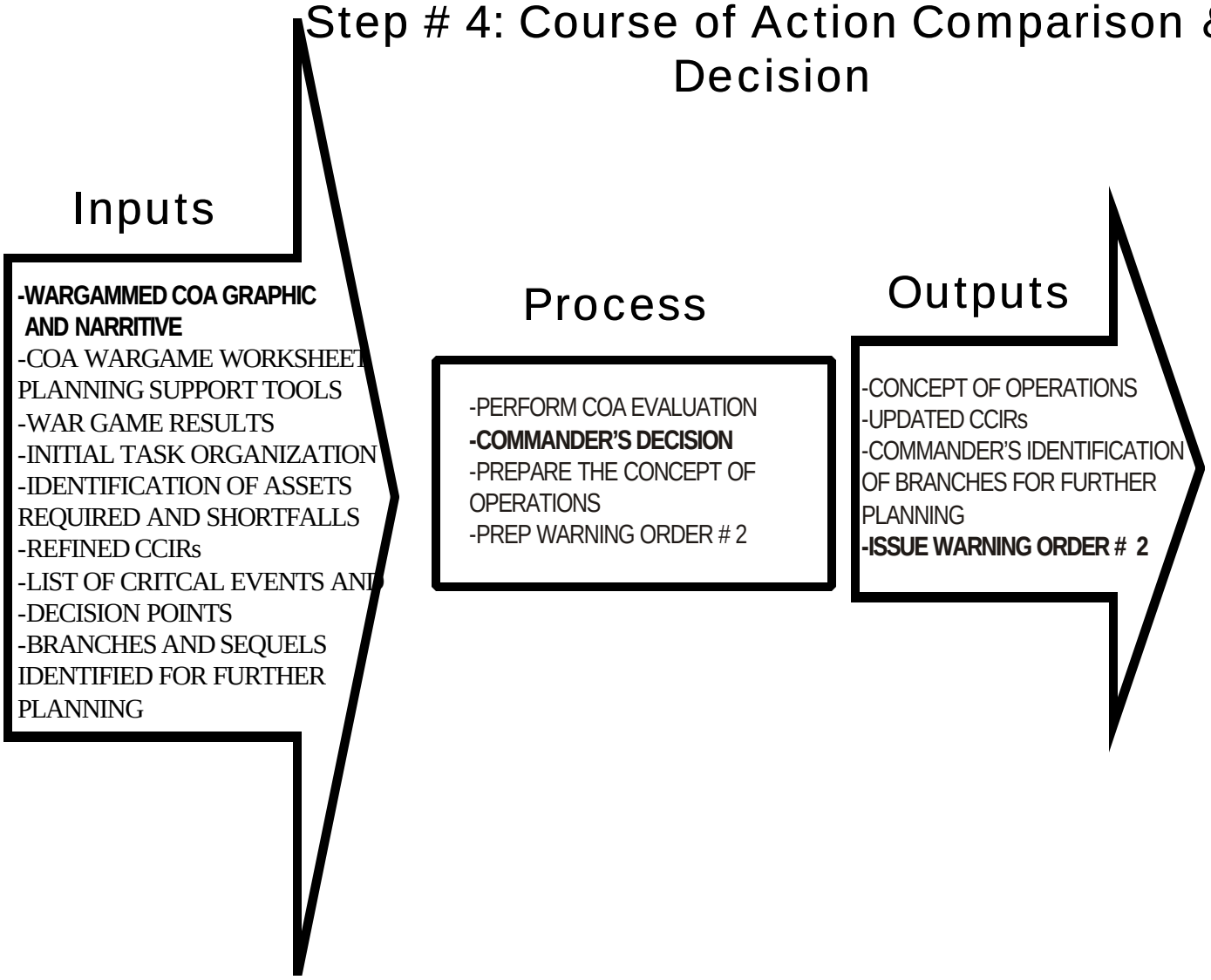


STEP # 3: COURSE OF ACTION WARGAME

INPUTS: The inputs are the same as outlined in the deliberate technique in chapters 1-7 of this manual.

PROCESS: In the accelerated process the wargame takes on added importance in comparison to the deliberate process. The same techniques are used as are outlined in chapter 4 of this manual. Unlike the deliberate process, the purpose of the COA wargame is not to analyze and compare multiple COAs that result in a recommendation to the commander, but to validate, synchronize, and integrate the COA. This wargame session should focus on refining the branches, contingencies, and decision points, to the base plan. If shortcomings are discovered, the COA is adjusted as necessary. This wargame session should follow the formal wargame process outlined in Appendix E as much as time allows. Focus on the most critical events. Time precludes wargamming the entire operation. Also, involvement of the commander takes on greater importance. If time permits, wargame the branches and the base COA against other enemy COAs. This will allow the friendly COA to not only be tested against the most likely enemy COA, but also other possible enemy COAs.

OUTPUTS: Since the unit is planning quickly and may lack information early in the process, the wargame and its products take on added importance. Careful attention should be given to decision points and the potential branch plan. A shell of a Decision Support Template (DST) should be produced at this point. The remainder of the outputs are the same as the deliberate process.



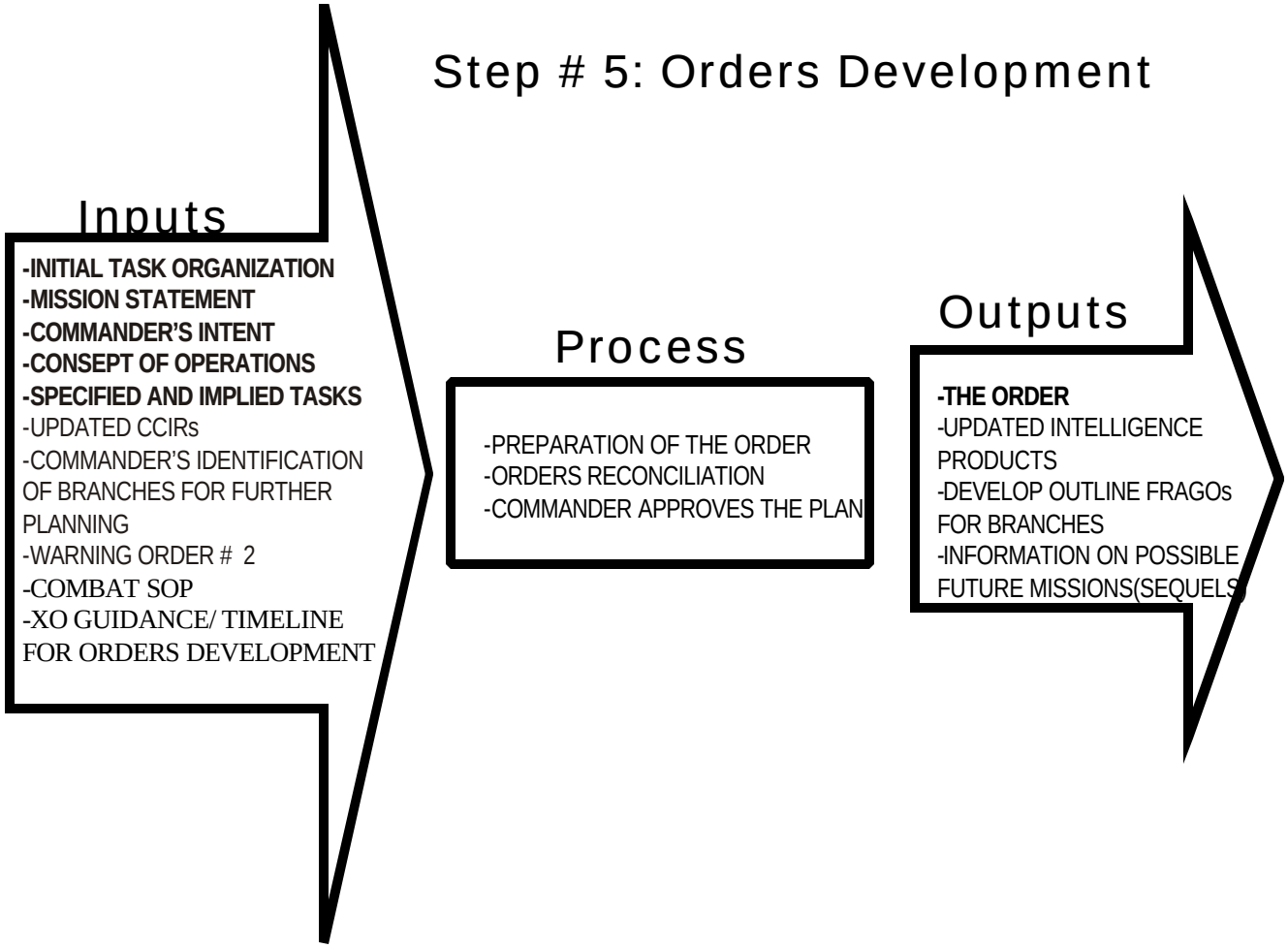
STEP # 4: COURSE OF ACTION COMPARISON/DECISION

INPUTS: The inputs are the same as outlined in the deliberated technique in chapters 1-7 of this manual.

PROCESS: When using the accelerated technique, a unit will usually only develop one COA, there is no need to compare multiple COAs. Therefore, during this step the commander usually reviews the plan, decision points, critical events, priorities, and branches to ensure everyone has a common picture of the COA. Then he issues a decision and issues any final guidance to the staff for orders development.

OUTPUTS: Once the decision is made, the staff will quickly transition to orders development. Warning order #2 is also sent as soon as possible to subordinate units to allow for parallel planning. This WARNORD is very important because it will allow the subordinates to begin preparing for their specific mission and conduct more focused rehearsals. The remainder of the outputs are the same as the deliberate process.

STEP 5: ORDERS DEVELOPMENT



INPUTS: The products needed for this step are the same as for the deliberate process. However, the timeline and the commander's guidance concerning orders technique have a greater impact. The XO should be the driving force behind this process, allowing the commander to begin to influence subordinate preparations directly. The XO must determine exactly what products will be developed, by whom, and by when. The list on pages G-13 through G-17 provides a comprehensive list of annexes, appendices, and tabs.

PROCESS: Units should have several different orders techniques at their disposal. In recent years, several computer systems have been added to COCs at the lowest level. These systems, if incorporated properly, can increase the speed of orders development

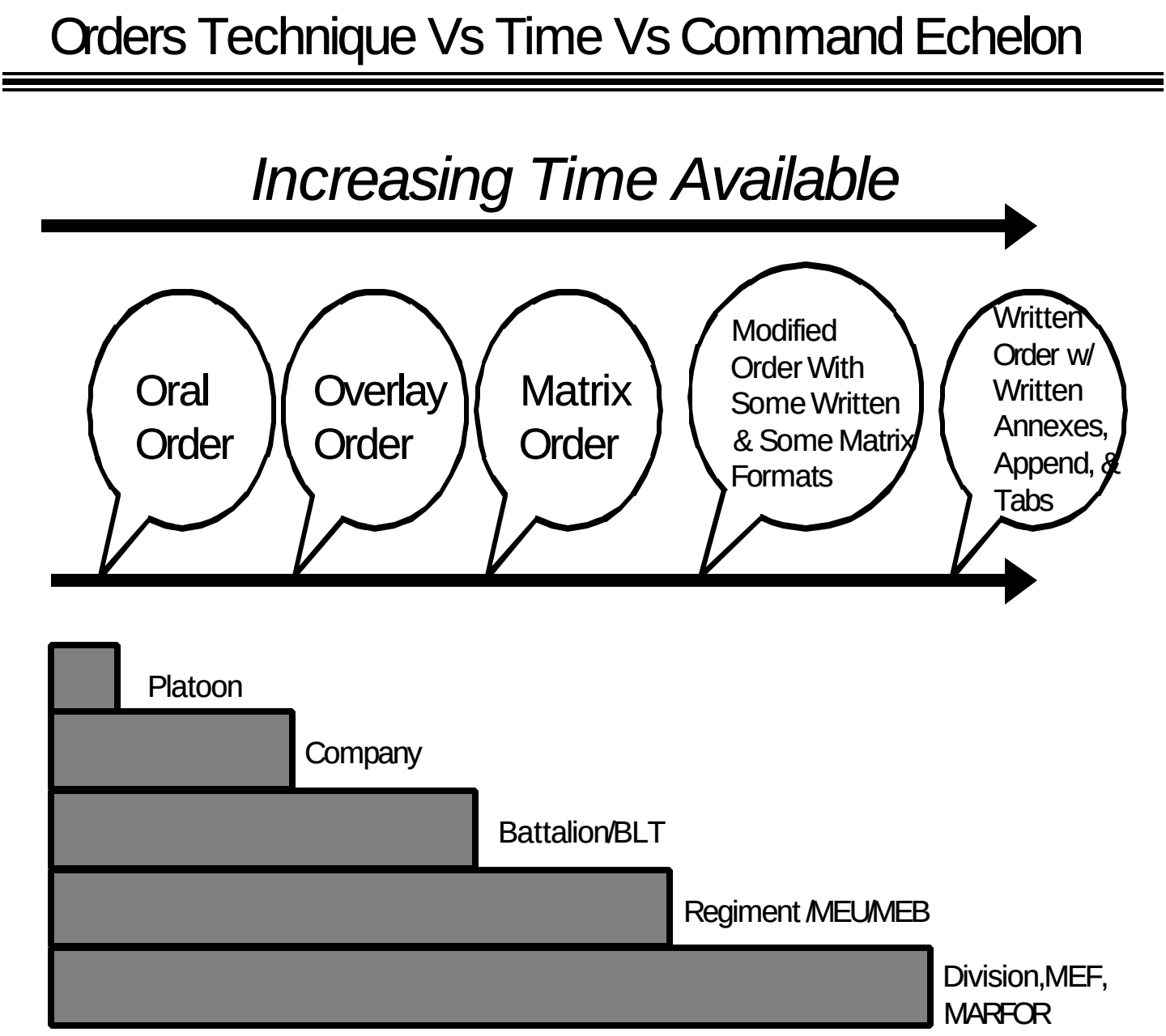


Figure 8, Adapted from Antal, John F., *Combat Orders: An Analysis of the Tactical Orders Process.* Fort Leavenworth, KS: Command and General Staff College, June 1990.

and dissemination through use of electronic orders formats and the Command and Control Personal Computer (C2PC) system. However, computers and power supplies can and do fail. Therefore, units should have backup non-electronic/all weather orders formats.

Through preparation and organization, commanders and staffs can significantly decrease the time required to prepare operations orders. This begins during training and the development of standing operating procedures on how the staff produces an order. Conducting a COC set-up drill, staff planning, and then orders production not only establishes and validates the SOP, but also ensures all the elements are in place to produce an order in the field. As discussed on page 12, when the commander provides his planning guidance, he specifies the type of order he wants issued. He decides by considering the amount of time available and the capabilities of the staff. Based on the decision, the staff implements the SOP for that type of order. The range of orders technique varies based on the echelon of command and the likely missions the unit will undertake. As Figure 8 displays, lower echelons of command tend to use oral orders, overlay orders, and matrix orders and the higher echelons tend to use more detailed orders techniques. [6] Marine units will have to be flexible enough to produce all of these types of orders due to our variation of missions.

Oral Order: This technique is the fastest and is often used by the lowest echelons of command in rapidly developing situations. The order may be issued over the radio using checkpoints and map references to articulate the plan. If the commander has a staff,

[6] Antal, John F., *Combat Orders: An Analysis of the Tactical Orders Process.* MMS Thesis. Fort Leavenworth, KS: Command and General Staff College, June 1990.

separate staff officers feed information to the subordinated commanders and subordinate staffs via radio and e-mail. This should only be done to seize the most fleeting of opportunities or dire situations. This technique requires a large amount of radio coordination and creates a huge electronic signature. Also, it can be easily misunderstood and key details of the plan tend to change as the information is transmitted from unit to unit. The preferred method for the oral order is to issue it face to face to the applicable commanders and staffs from a vantage point overlooking the area of operations. Impediments to this are obvious, but the verbal delivery of the order face-to-face tends to lead to greater understanding and less confusion. This forum allows the subordinate commanders to work out many of the lateral coordination issues face-to-face rather than on a radio.

Overlay Order: This overlay order is commonly used by company and battalion sized units. It also is based on the 5-paragraph order, but the enemy situation, friendly operations graphics, mission, commander's intent, targets, and key coordinating instructions are written on the overlay paper. Normally the overlays are distributed to the applicable commanders and then briefed either from a vantage point, map, or terrain model. If time allows, the commander/staff can produce matrix annexes to accompany the overlay. These usually include an execution matrix, fire support execution matrix, target list, CSS matrix, and communications plan.

Matrix Order: The matrix order is commonly used by battalion-sized and regimental-sized units and is also based on the 5-paragraph order. Matrix orders are particularly well suited for multi-phased offensive or defensive operations where a unit's task and purpose might change significantly throughout the operation. This orders format can also double

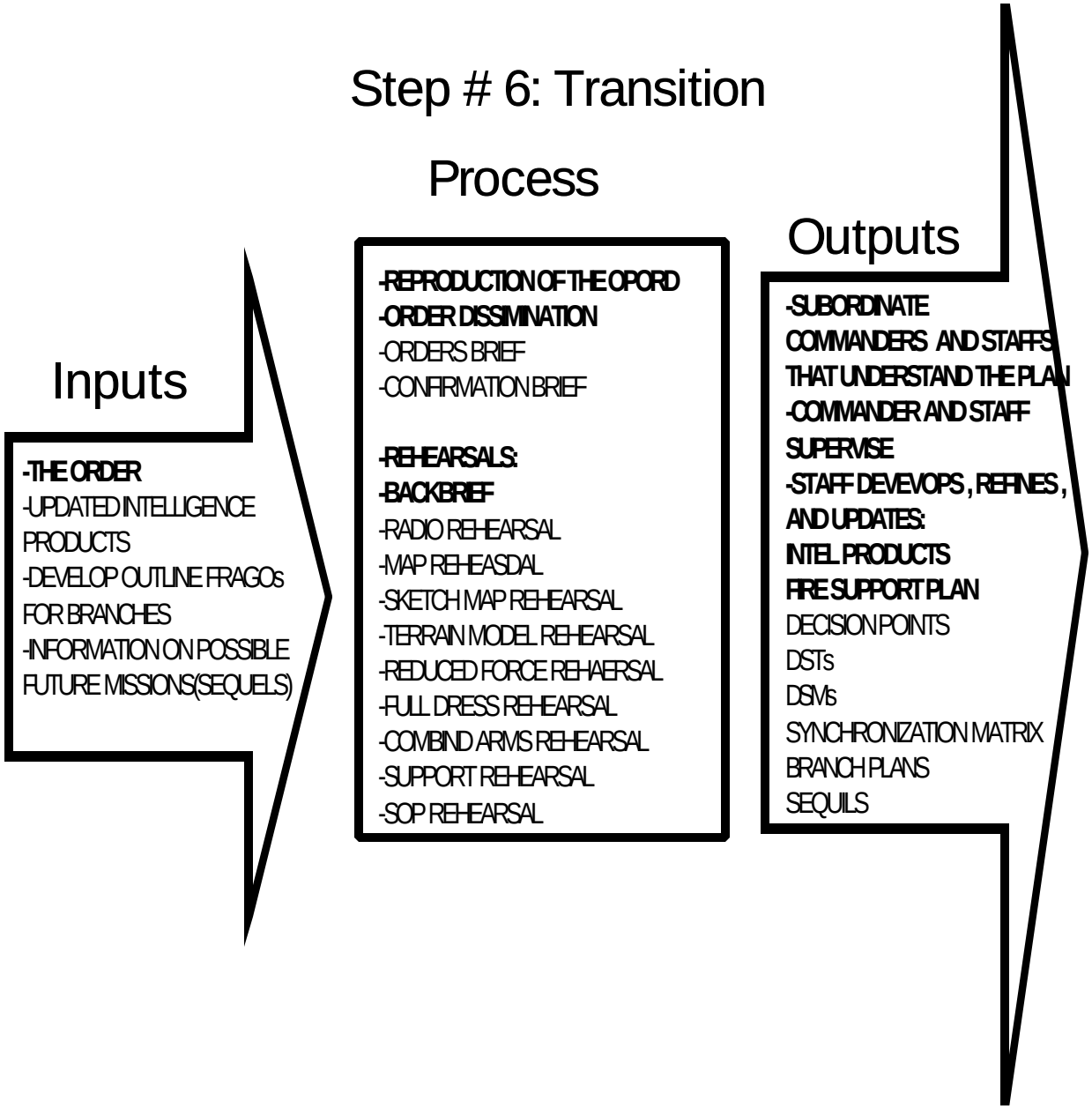
as the WARNORD/FRAGO format. Units should have matrix orders and matrix annexes in a computerized form and a self-reproducing paper form. The format is typically a blocked matrix with units in one column and phases of the operation in the other. Many units find matrix orders more readable than written orders. If the order is creatively produced, all of the information contained in a written order can be put in the annex. Tables 2-7 offer some examples of matrix orders and annexes, but units should experiment with several formats to tailor the product to their likely missions. The goal should be presentation of the information in a condensed but readable format. One technique is to reduce the order to 68% of an 8 ½" x 11" sheet or paper. This allows the order to be carried in a cargo pocket or on a kneeboard.

Fill in the Blank Order with Written or Matrix Annexes: This format is normally used by regiments and MAGTFs. These echelons use this technique due to the complexity of portions of their plan that may not be easily presented in a pure matrix format. However, this does not mean the order must be produced from scratch; the staff speeds its production by using a preformatted order. The preformatted order is based on the five-paragraph operations order, but designed for the way the unit presents its order. For example, the unit may add matrices (execution, synchronization, fire support, logistical support, or medical support) to augment each paragraph and better explain portions of its plan. With the basic format prepared, the staff fills in the blanks to complete the order.

Full Written Order with Written Annexes, Appendices, and Tabs: This is the orders technique outlined in Appendix G to MCWP 5-1.

OUTPUTS: A brief or an order that effectively communicates the plan and intent to the subordinate units with enough time to plan, rehearse, and execute the mission.

STEP # 6: TRANSITION



INPUTS: The products needed for this step are similar to the deliberate process.

PROCESS:

Orders Reproduction: Reproduction is often overlooked but is as vital as any step of the MCPP and a well-organized reproduction process will further speed the AMCPP. If a written or matrix order is produced, requiring the staff to complete separate portions, the collection of the staff's completed portions should be centralized. Designate a member of the staff to collect, organize, review quality, and present all completed portions of the order to the S-3. The order is then given to the commander to review and approve. Once

approved, the completed order is reproduced. Organizing production ensures that a complete order is reproduced as quickly as possible. The actual reproduction also needs to be centralized. The operations chief is responsible for reproduction and provides a work area. Centralizing order reproduction under the control of one person will initially require a great deal of work, but it ensures that sections of the order are not lost. When selecting a location for reproduction, consider the equipment necessary and the amount of distraction it will cause the staff. Place the reproduction area outside of the COC so that the staff can continue to coordinate and the COC can operate without distraction. Using a mimeograph machine or photocopier within the COC will take up space and distract the staff from its preparations. Place the reproduction area in a tent so it can operate at night with interior light.

Orders Dissemination: Many of the systems that have been fielded in recent years have greatly increased the speed of dissemination to the regimental level and above. For units that have access to the C2PC, the time required to reproduce and disseminate orders is cut dramatically. However, at the regiment and below, orders products must be transferred to maps and paper for dissemination. Even If the C2PC network is established to the battalion level, many of the attachments won't have access to this network and need paper copies. An all-weather and non-electronic orders format is a must. A good solution is a pre-printed form that is made of transferable carbon paper that is available at base reproduction facilities.

Orders Brief: Each unit should have an SOP orders brief. The SOP should designate who is present at the order and the duties of each Marine involved. Commanders should issue the matrix, overlays, and annexes to the subordinate commanders before the order

and allow them to read them and tape their overlays to their maps. If this is done, subordinate commanders do not have to take many notes and this allows them to focus on the plan and the commander's intent. Additionally, the SOP should provide each staff officer with a briefing checklist. This checklist allows the staff to reduce their briefs to only critical information when operating under tight timelines.

Rehearsals: The lower the echelon of command, the greater importance rehearsals have on mission success. See Appendix K for a detailed discussion of rehearsals.

Supervision/Updates: As previously stated, the MCPP is a continuous process; it never really ends. Remember, the original order was probably published with approximately 30-percent situational awareness with respect to the enemy, terrain, and friendly situation. As the situation develops, and your situational awareness improves, changes to the original plan are usually imperative. The R&S effort must be aggressive and continuous. Units should constantly seek to attain as much information about the enemy as possible. The original SITEMPs developed early in the planning process was probably only a best guess. Once collected, information generated by your R&S efforts must be analyzed to confirm or deny your initial enemy SITEMPs. This information may ultimately result in changes to your SITEMPs, which may then create changes to your plan.

If changes to the plan are required, the order must be quickly refined, developed, and re-synchronized as necessary. Minor changes may be incorporated without much problem. Major changes will require more time and effort. To facilitate these last-minute changes, staff officers must constantly evaluate, update, and access their respective staff estimates, and their impact on the original plan. Once necessary changes are identified, great care should be taken to ensure these changes are clearly transmitted to everyone

affected. Units should have clear SOPs on how orders, control measures, and fire plans are updated, changed, or cancelled.

OUTPUTS: Some of the same products used in the deliberate process can be developed in the accelerated process, but the commander must focus his staff on the critical ones.

Table 2
EXAMPLE MATRIX ORDER FORMAT:

MATRIX ORDER

UNIT: OPORD:_____ (OPERATION) DTG: COPY___ OF ___ COPIES PAGE 1 OF

GENERAL SITUATION:	

ENEMY SITUATION: SEE ANNEX B (INTELLIGENCE)	

UNIT/CALLSIGN								
TASK ORG:								

HHQ MISSION:	**HHQ INTENT:**

MISSION:

CMDR'S INTENT

CONCEPT SKETCH	**CONCEPT OF OPERATIONS**

TASKS					
UNIT	**STAGE I**	**STAGE II**	**STAGE III**	**STAGE IV**	**STAGE V**

FIRE SUPPORT (SEE FIRE SUPPORT MATRIX)

COORDINATING INSTRUCTIONS:

D-DAY/H-HOUR:	L-HOUR:	ATTACH EFF:	MOPP LEVEL: 0 1 2 3 4	MVT. TECH:

AIR DEFENSE STATUS: WHITE YELLOW RED; AIR DEFENSE WPNS CONDITIONS: HOLD TIGHT FREE

ADA PRIORITY OF PROTECTION: SEE TASKS

PLAN FOR BHO/POL:

COORDINATING INSTRUCTIONS:	

ADMINISTRATION & LOGISTICS: FOR LOGISTICS SEE ANNEX D

COMMAND AND SIGNAL

COMMAND: CO:	XO:	S-3:	FWD CP:	MAIN CP:	REAR CP:	JUMP CP: %
FWD:			MAIN:			

SIGNAL: **RADIO CHK:**	**CHAL/PASS** **#COMBO**	**CALL SIGN UNIT FREQ NET**

NOTES: 1. PROVIDE REPORTS PER CHAPTER _____ , _____ MAR CBT SOP

OFFICIAL **COMMANDING**

ACKNOWLEDGE RECEIPT OF:

UNCLASSIFIED

Appendix 21 (Survivability Plan) to Appendix C (Operations) to OpOrd_____

DTG: _____ Copy ___ of ___ copies Page _ of __ pages

Task:	Pri	Supported Unit	Supporting Unit	Loc'n (NU)	Start Time	End Time	Remarks:

Colonel, U. S. Marine Corps
Commanding

OFFICIAL:

Appendix 22 (Obstacle Plan) to Annex C (Operations) to OpOrd

* See Obstacle Overlay to							
Zone / Belt Group / Obst #	**Location (all NU)**	**Effect**	**Priority**	**Emplacing Unit**	**Owning / Observing Unit**	**Trigger**	**Remarks**

Admin and logistics: Class IV and V allocation.

Nomenclature:	**Unit:**		

Colonel, U. S. Marine Corps
Commanding

OFFICIAL:

Table 3

Copy____ of _____
Marine Regiment
_____

Appendix 19 (Fire Support) to Annex C (Operations) to OPORD

1. COMMANDERS INTENT FOR FIRE SUPPORT

2. CONCEPT OF FIRES

TASK				
PURPOSE				
METHOD PRI= (P) ALT= (A)				
NET				
TRIGGER / TIME				
WEAPON				
EFFECTS / ENDSTATE				
REMARKS				

TASK				
PURPOSE				
METHOD PRI= (P) ALT= (A)				
NET				
TRIGGER / TIME				
WEAPON				
EFFECTS / ENDSTATE				
REMARKS				

3. EXECUTION

a. Fire Support Execution Matrix

PHASE/ UNIT	STAGE I	STAGE II	STAGE III	STAGE IV	STAGE V	STAGE VI
HQ/COC						
Bn						
Bn						
Bn						
LAR						
ARTY						
RWCAS						
FW CAS						
FAC(A)						
EW						
RADAR						

b. Coordinating Instructions

FA ORG FOR COMBAT	ARTILLERY POSITIONS	CAS ALLOCATION :	TARGET NUMBER BLOCK
TAC(A) FAC(A) PRF CODES	FA AMMO AVAILABLE	MISSION PRIORITIES	MISSION PRECEDENCE
CBR	APPROVAL	REFINEMENT CUTOFF REHEARSAL TIME	ALLOC OF PLANNED FIRES
FIRE SUPPORT COORDINATION MEASURES			

FSCM UNIT LOC **FSCLs** **NFAs**	FSCM UNIT LOC	FSCM UNIT LOC	FSCM UNIT LOC

c. High Pay-off Target List / Attack Guidance Matrix / Target Selection Standards

	PRIORITY	**1**	**2**	**3**	**4**
	DESCRIPTION				
ATTACK SYSTEMS	ARTY				
	NSFS				
	81mm				
	RWCAS				
	FWCAS				

1. TARGET SELECTION STANDARD
2. TARGET SIZE
3. ACTIVITY
4. TIME ACQUIRED
5. PRIORITY OF ATTACK

6. HOW: D=DESTROY
N=NEUTRALIZE
S=SUPPRESS

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Commanding

OFFICIAL:

Table 4

ANNEX D (LOGISTICS) TO OPERATIONS ORDER _____

GENERAL:						
PHASE / UNIT OR FUNCTION	**STAGE I**	**STAGE II**	**STAGE III**	**STAGE IV**	**STAGE V**	
CSS OPERATIONS:						
SUPPLY:						
I						
WATER						
II						
III						
V						
IX						
MAINTENANCE:						

TRANSPORTATION						
DELIBERATE ENGINEERING						
HEALTH SERVICES						
SERVICES						

Table 5 ANNEX K (Communications)

RANGE CONTROL PRI
ALT

REGT NETS

REGT CMD DAY M1 _____
NIGHT M2 _____
Q & M _____

REGT TAC 1 **LEMON** ___
RTX 1 ___
RTX 2 ___
REGT TAC 2 ___
RTX 1 ___
RTX 2 ___
REGT INTEL ___
RTX 1 ___
RTX 2 ___
REGT FSC 1 **KIWI** ___
RTX 1 ___
RTX 2 ___
REGT FSC 3 (DIGITAL) ___
RTX 1 ___
RTX 2 ___
REGT TACPL ___
RTX 1 ___
RTX 2 ___
REGT C/C ___
RTX 1 ___
RTX 2 ___
REGT TAR/HR DAY M3 ___
NIGHT M4 ___
REGT RECON CMD DAY M5
NIGHT M6
REGT AIR OBS 1 MOCHA ____
REGT TAD1 VIOLET ____

REGT TAD2 GREEN

____ BN NETS Q & M

TAC1 000
RTX1 ___
TAC2
RTX1 ___
TACPL ___
TACPL RTX1 ___
MORTAR COF ___
MORTAR RTX1 ___
C/C ___
E ___
F ___
G ___
ARTY COF ___

BN NETS **Q & M**
TAC1 000
RTX1 ___
TAC2
RTX1 ___
TACPL ___
TACPL RTX1 ___
MORTAR COF ___
MORTAR RTX1 ___
C/C ___
I ___
L ___
K ___

Time Information

1. **SINCGARS radios must be set to ZULU, not local time.**
2. **All radios on a net must use the same set time (within 4 seconds)**
3. **Do not load SINCGARS time using the CYZ-10** (Data Transfer Device); **use the PLGRS (GPS) for an accurate, common time standard**

There are three time periods for this exercise.

Calendar Date	Exercise Day	Julian Date

Additional CEOI clarifications

1. Secure circuits will use **plain language call words.**
2. **Julian dates will change at 1600 local time or 0001Z**. This will occur automatically if RT is left on or is in the "Stand by Mode". If RT is being first time initialized, loading of the current Julian date and other pertinent information must be installed.
3. HF *day* and *night* frequencies. **Low frequencies** are **"night"** frequencies ("When the sun goes down, the frequency goes down.") and **high frequencies** work best during the **day**. _____will direct what frequencies will be used by using the M designator for that net over the Regimental C/C Net.
4. SINCGARS **Net IDs do not change** from day to day.
5. SINCGARS ***cue*** and ***manual*** frequencies should be the **same for all radios** on a specific net, regardless of which RTX station is being used at the time; use only the first 2 frequencies listed for each net.

SIGNS AND COUNTERSIGNS:

TIME PERIOD	SIGN	COUNTERSIGN
1		
2		

Retransmission sites are labeled RTX 1,RTX2

Retrans sites are located at the following locations:

RTX 1 is located at _____
RTX 2 is located at _____

If you **see** or are **nearest…**	**Use**	**RTX location**
RTX 1		
RTX 2		

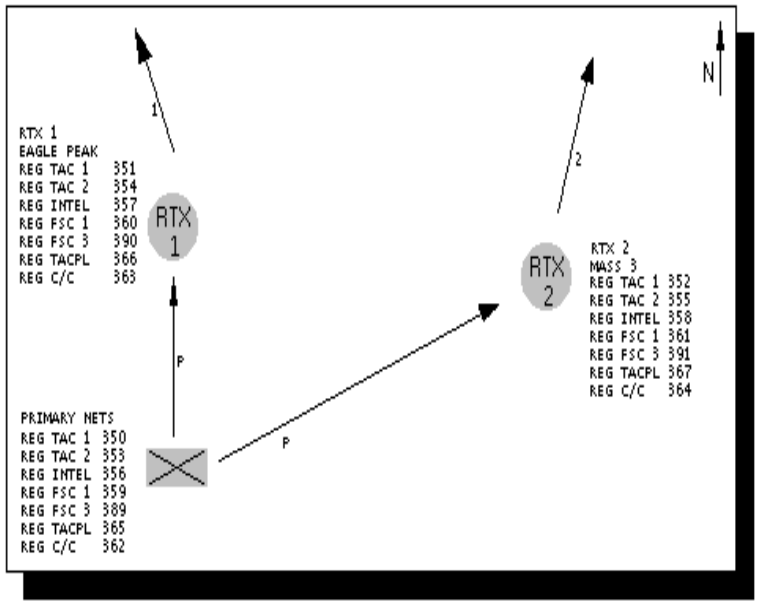


Table 6

ANNEX W to Operations Order_____

UNIT: OPORD: DTG:

Mission:

Commander's Intent for Aviation

Concept of Operations:

.

	Phase I	Phase II	Phase III	Phase IV	Phase V	
Priority of Air Support						
OAS						
Assault Support						
LAAD						
Aerial Recon						
Aerial Refuel						

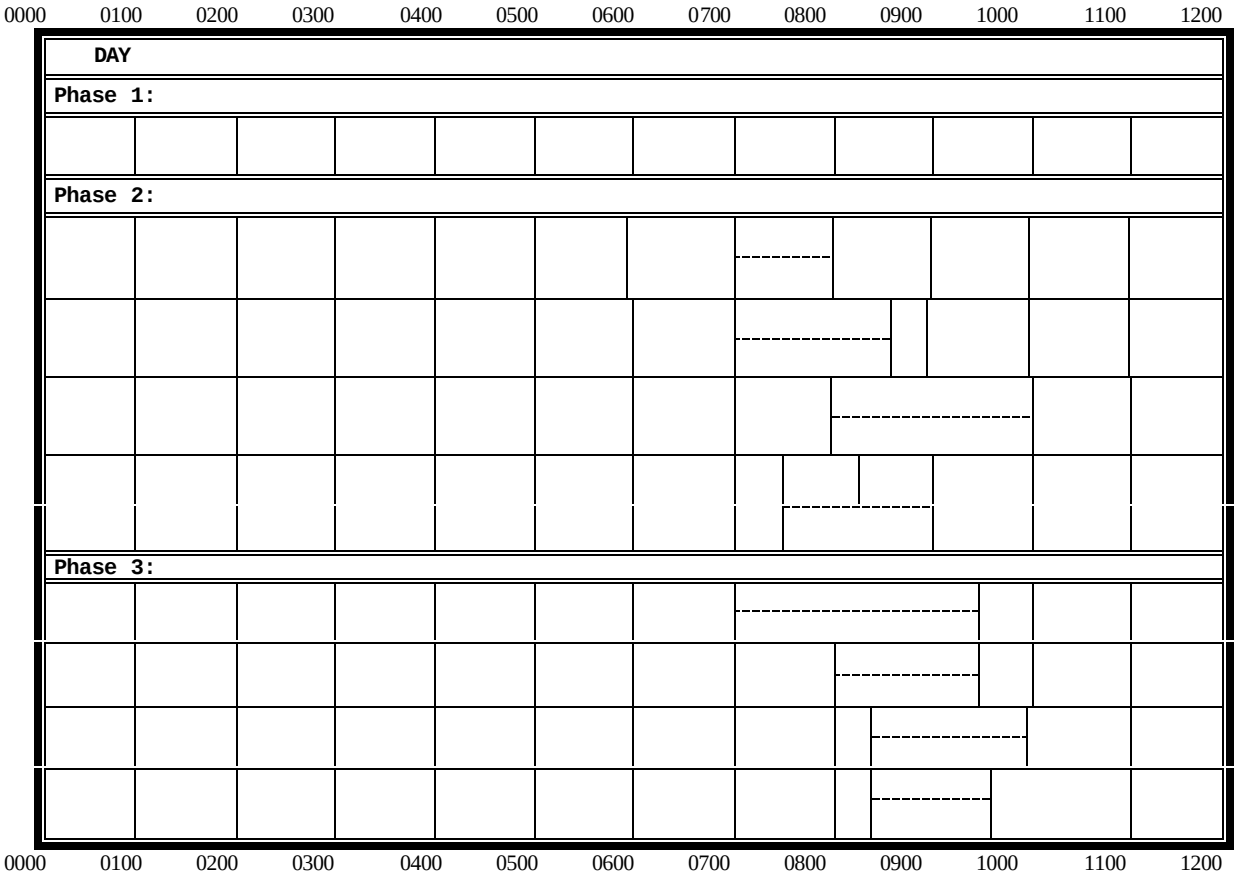
Essential Aviation Tasks:

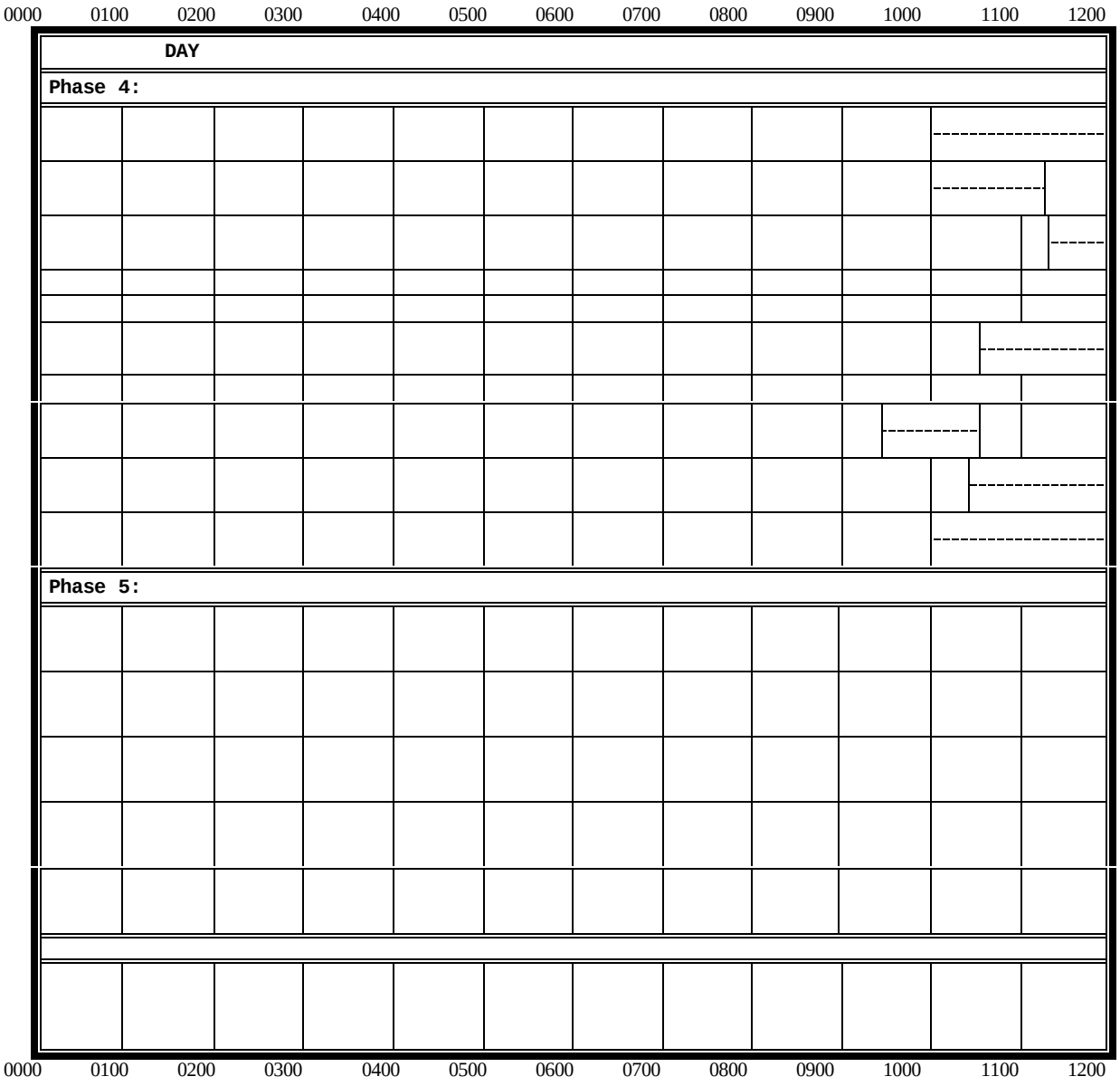
Estimated Assets Available:

Coordinating Instructions:

Command and Signal:

Air Support Schedule:





Acknowledge Receipt:

COLONEL, U.S. MARINES CORPS
COMMANDING

OFFICIAL:

Appendix K:

REHEARSAL TYPES, TECHNIQUES, AND CONSIDERATIONS

Although nearly every Marine leader will agree that rehearsals are the most important element of preparation for combat at the regimental and battalion level, oftentimes they are left

out or are done so poorly that they are not effective. Rehearsals have a greater impact at the lower levels than they do at the higher levels, but unfortunately these units often have little of it. Therefore, it is imperative that higher levels of command strictly adhere to the 1/3—2/3s rule, and that lower levels maximize parallel planning to rehearse portions of the mission before receipt of the higher headquarters (HHQ) order. Following Mission Analysis, the commanding officer (CO) will issue his commander's planning guidance (CPG). The CO should carefully consider the rehearsal technique he plans to use. Rehearsals can have an overwhelming impact on an unit's ability to execute the mission, but they can use a large portion of the available time. The rehearsal cannot be an afterthought in the planning timeline even if it requires significant sacrifices elsewhere in the planning process. This appendix outlines several different rehearsal techniques that fit into any planning timeline. It also outlines the various techniques and considerations that facilitate well organized rehearsals that not only save precious time, but also increase the probability for mission success.

TYPES OF REHEARSALS:

The five types of rehearsals are:

1. Confirmation brief
2. Backbrief
3. Combined arms rehearsal
4. Support rehearsal
5. Battle drill/SOP rehearsal

Each of the five types achieves a specific result and has a specific place in the Marine Corps Planning Process (MCPP) timeline.

1. **CONFIRMATION BRIEF** – See Chapter 7 Paragraph 7002 and Appendix K pages 40-50.

2. **BACKBRIEF** - The backbrief is normally performed throughout the MCPP. This rehearsal allows the commander to clarify his intent early in the subordinate's tactical estimate process. The higher commander should use backbriefs to:

- Identify problems in his concept of operation.
- Identify problems in subordinate unit commander's concept of operations.
- Determine how a subordinate intends to accomplish the mission.

3. **COMBINED ARMS REHEARSAL** - The combined arms rehearsal is normally conducted by a maneuver unit with its supporting agencies (Arty, Air, FAC (A), TAC (A), DASC, Engrs…) and is performed after the subordinate units have issued their OPORD. This rehearsal ensures:

- The subordinate units plans are synchronized with the other units in the organization.
- The plans of all subordinate commanders will properly achieve the intent of the higher commander.

4. **SUPPORT REHEARSAL** - Support rehearsals are normally performed within the framework of a single or limited number of Warfighting function. Examples include the Artillery, Air rehearsal, or the CSS rehearsal. Support rehearsals are performed throughout the MCPP timeline. Although these rehearsals differ slightly by Warfighting function, they achieve the same result:

- Ensure the Marines responsible for a particular Warfighting function can support the higher commander's plan.
- Ensure all assigned missions will be performed.
- Synchronize the particular Warfighting function support plan with the maneuver plan.

5. **BATTLE DRILL REHEARSAL OR SOP REHEARSAL** - The purpose of a battle drill or SOP rehearsal is to ensure that all participants understand a technique or a specific set of procedures. This rehearsal is performed by all echelons, but most extensively at platoon, squad, and section levels. These rehearsals are performed during the MCPP timeline. This type of rehearsal includes COC displacements, obstacle breach lane-marking SOPs, and actions a passage of lines.[7]

REHEARSAL TECHNIQUES: Techniques for performing rehearsals are limited only by the resourcefulness of the unit. The full dress rehearsal, reduced force rehearsal, terrain model rehearsal, sketch map rehearsal, map rehearsal, or radio rehearsal are the six techniques normally used. These six techniques range from extensive preparation, in time and resources, to minimal preparation. As they are listed, each takes a decreasing amount of time and resources to prepare and conduct. Each rehearsal technique provides different degrees of understanding for the participants and has different security risks. Figure 10 shows the rehearsal techniques in their relative positions, by time and level of understanding gained; resourcing, OPSEC, and participation should also be considered.

[7] Adapted from Appendix G, *Rehearsals* U. S. Army FM 101-5, *Staff Organization and Operation.* Washington, DC: Headquarters Department of the Army. 31 May 1997.

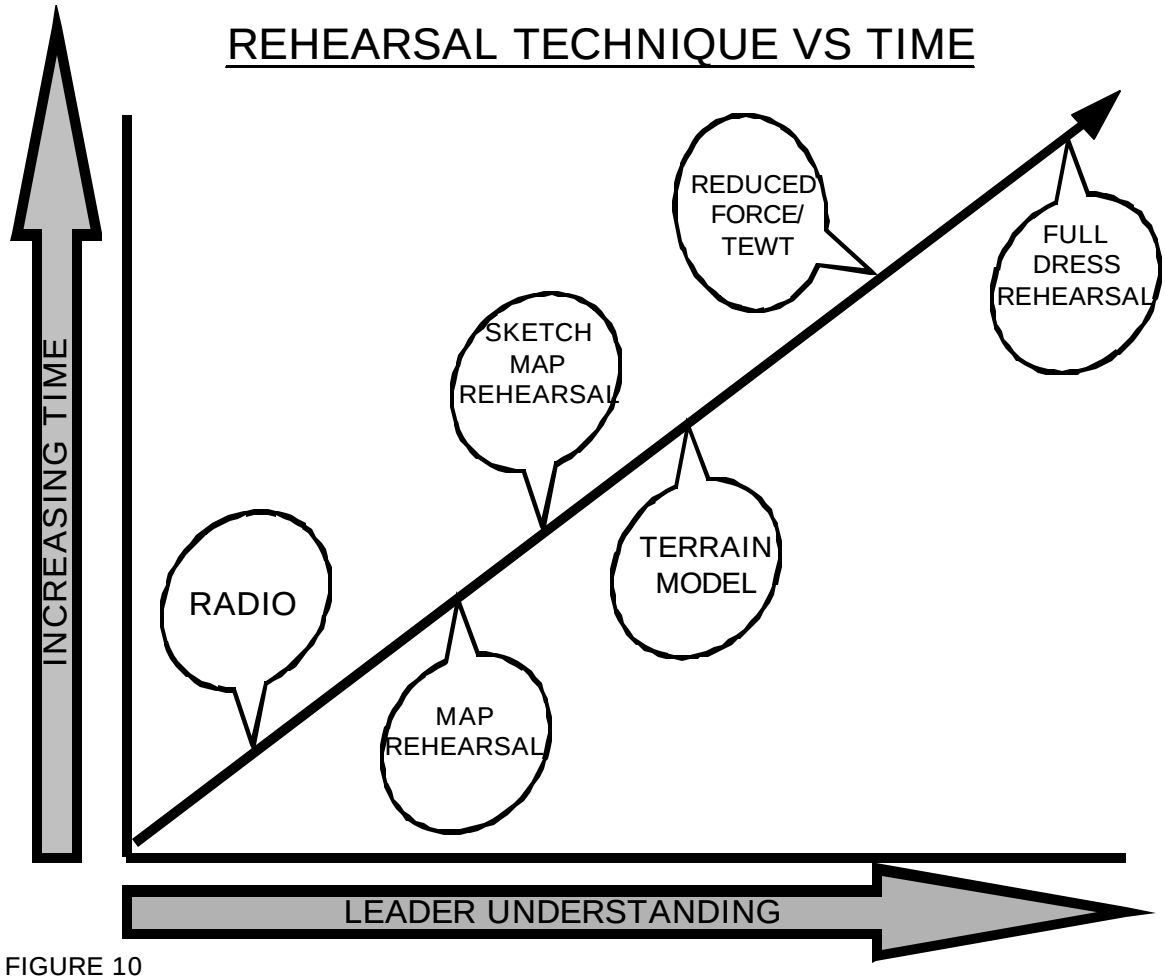


FIGURE 10

Considerations for these six rehearsal techniques are addressed below. The framework for the discussion is:

- **Time:** amount required from planning to execution;
- **Multi-Echelon:** how many echelons can participate in the rehearsal;
- **OPSEC:** how easily the enemy can gather intelligence from the rehearsal; and
- **Terrain:** technique-specific terrain management considerations. [8]

[8] Adapted from Appendix G, *Rehearsals* U. S. Army FM 101-5, *Staff Organization and Operation.* Washington, DC: Headquarters Department of the Army. 31 May 1997.

1. **FULL DRESS REHEARSAL -** The full dress rehearsal produces the most detailed understanding of the mission and the best coordination between all of the units in the mission. It involves every Marine and system participating in the operation. If possible, units should conduct full dress rehearsal under the same conditions, weather, time of day, terrain, etc., as the force will encounter during the actual operation. This may include the use of live ammunition. The full dress rehearsal is the most difficult to accomplish, especially at higher levels of command.

Considerations for the Full Dress Rehearsal: a.

Time: Full dress rehearsals are normally the most time consuming of all the rehearsal techniques. At the regimental and battalion levels, ensure you do not encroach on subordinate unit timelines by scheduling a full dress rehearsal at your own convenience. For smaller units, full dress rehearsals are the most effective technique for ensuring everyone in the operation understands their part of the mission.

Technique: Immediately prior to the full dress rehearsal, units might consider holding a reduced force rehearsal to ensure the leaders thoroughly understand the mission. Although this may look like it will require more time, the time spent with just the leaders will ensure the full dress rehearsal goes smoothly and efficiently.

b. **Multi-Echelon:** A subordinate unit can perform a full dress rehearsal as part of a larger unit's reduced force rehearsal.

Example: A company is rehearsing a defense with an engagement area. One platoon has a contingency calling for it to reposition during the battle. The leaders of the company rehearse their actions while the entire repositioning platoon conducts a full dress rehearsal.

c. **OPSEC:** The movement of a large body of the force will certainly attract attention from the enemy. Units must develop a plan to ensure the rehearsal is protected from the eyes of the enemy.

d. **Terrain:** Terrain management for the full dress technique can be difficult if it is not planned into the initial array of forces. The rehearsal area must be identified, secured, cleared and

maintained throughout the rehearsal process. During offensive operations, a second set of graphics must be developed for the rehearsal to mirror the actual plan. During the defense, the rehearsing unit may already be occupying the terrain, and a second set of graphics may not be necessary. [9]

2. **REDUCED FORCE REHEARSAL** - This rehearsal technique normally takes less time and resources than a full dress rehearsal because it involves only the unit's and subordinate unit's key leaders. Terrain requirements are the same as for a full dress rehearsal; only the number of participants changes. The commander first decides the level of leader involvement desired. The selected leaders then rehearse the plan while traversing the actual or like terrain. Commanders often use this rehearsal to rehearse the fire control measures in an engagement area. However, as during full dress rehearsal, it is highly susceptible to enemy intelligence activities. The reduced force rehearsal allows the leadership to rehearse the mission before moving to the full dress rehearsal. A form of Reduced Force Rehearsal is commonly called a TEWT (Training Exercise without Troops).

Considerations for the Reduced Force Rehearsal:

a. **Time:** The reduced force rehearsal normally requires less time than the full dress technique. This is an excellent way for smaller units to ensure leaders understand all required missions before moving to a full dress rehearsal. However, consider the subordinate unit's timetable prior to scheduling the rehearsal. Scheduling higher-level rehearsals last allows the subordinate commands to plan and rehearse their action prior to the higher headquarters rehearsal. (See sequence and timing page 67.)

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[9] Adapted from Appendix G, *Rehearsals* U. S. Army FM 101-5, *Staff Organization and Operation.* Washington, DC: Headquarters Department of the Army. 31 May 1997.

b. **Multi-Echelon:** A small, subordinate unit can perform a full dress rehearsal as part of a larger unit's reduced force rehearsal.

Technique: While the battalion performs a reduced force rehearsal of a breach, the breach force company can rehearse actions at the breach at full dress level.

c. **OPSEC:** This rehearsal is not as likely to become an OPSEC problem as the full dress because the rehearsing unit is smaller. However, the number of radio transmissions remains about the same as the full dress and must be considered.

d. **Terrain:** Terrain management for the reduced force rehearsal can be just as difficult as the full dress. The rehearsal area must be identified, secured, cleared and maintained throughout the rehearsal process. As with the full dress rehearsal, a second graphic may have to be developed mirroring the actual plan but modified to fit the rehearsal terrain. [10]

3. **TERRAIN MODEL REHEARSAL** - This rehearsal takes less time and fewer resources than the key leader rehearsal. The commander decides on the level of leader involvement, then has a scale terrain model of the Area of Operations constructed. An accurate terrain model can help subordinate leaders visualize the battle and their commanders' intentions. When possible, the commander should place the terrain model where it overlooks the actual terrain of the area of operations. However, if the situation requires more security, the terrain model can be placed on the reverse slope within walking distance of a point overlooking the area of operations. The model's orientation should coincide with the actual orientation of the terrain to help participants orient to the actual area of operations. The size of the terrain model can vary from where icons are moved to represent units to a large model on which the participants can walk. A large model helps reinforce participants' perception of relative positions of units on the actual terrain. Additional terrain model techniques are discussed on pages 80-81.

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[10] Adapted from Appendix G, *Rehearsals* U. S. Army FM 101-5, *Staff Organization and Operation.* Washington, DC: Headquarters Department of the Army. 31 May 1997.

Considerations for the Terrain Model Rehearsal:

a. **Time:** The most time-consuming part of the technique can be the construction of the terrain model. Units should have a clear SOP stating who builds it, how it is built, and when it is built to ensure the model is accurate, large enough, and in sufficient detail to rehearse the mission.

b. **Multi-Echelon:** Terrain model rehearsals can easily involve many different types of leaders. This, combined with an efficient use of time, makes it a very effective multi-echelon technique.

c. **OPSEC:** This rehearsal can become an OPSEC problem if the area around the rehearsal site is not secured. The collection of commanders and their vehicles can bring attention from the enemy. Upon completion of the rehearsal, ensure the terrain model is sanitized.

d. **Terrain:** Terrain management is not as difficult as the previous techniques. The optimum location is overlooking the terrain on which the mission will be performed.

Technique: Use engineer assets to prepare the terrain model area. A SEE tractor can quickly scrape a small area smooth and level and then help pile up the spoil for a viewing area or to develop terrain features. Labels must be large enough to read from the viewing distances. [11]

4. **SKETCH MAP REHEARSAL** - Units can use this technique almost anywhere day or night. The procedures are the same as for a terrain model rehearsal, except the commander uses a sketch in place of a model. Sketches must be large enough for all participants to see as each subordinate walks through the interactive verbal execution of the operation. Units move symbols to represent their maneuver and location on the sketch. This technique is very effective for confirmation briefs and backbriefs.

Considerations for the Sketch Map Rehearsal:

[11] Adapted from Appendix G, *Rehearsals* U. S. Army FM 101-5, *Staff Organization and Operation.* Washington, DC: Headquarters Department of the Army. 31 May 1997.

a. **OPSEC:** As with the terrain model, this rehearsal can become an OPSEC problem if it is performed outside and the area around the rehearsal site is not secured. Another concern is that the collection of commanders and their vehicles can bring attention from the enemy.

b. **Terrain:** The optimum location is overlooking the terrain on which the mission will be performed.

Technique: To create an accurate larger scale sketch: Copy the area of operations from a 1:50,000 map onto an overhead projection slide by using either a copy machine or an alcohol pen. Project the slide onto butcher paper or white sheet using an overhead projector. Trace a few key reference points and terrain features onto the paper or sheet. When the terrain sketch is finished, place the graphics onto the projector and sketch them on the sheet or butcher paper. This technique will provide a sketch with an accurate and consistent scale, which can be produced as large as required. A large section of canvas and chalk will work just as well, e.g., on the COC tent liner using colored chalk, or on a poncho or sheet.

Technique: The unit operations chief can produce several sketch maps on butcher paper while the OPORD is being given. Then these are available for briefbacks immediately following the OPORD. [12]

5. **MAP REHEARSAL** - The map rehearsal procedures are similar to the sketch map rehearsal, except the commander uses a map and operation overlay of the same scale as being used to plan and control the operation. Unit symbols represented by blue and red Post It stickers can be moved across the map as unit leaders explain their actions.

Considerations for the Map Rehearsal:

a. **Time:** The most time-consuming part is the rehearsal itself. The setup for this rehearsal is normally the easiest because it only requires maps and the current operational graphics.

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[12] Adapted from Appendix G, *Rehearsals* U. S. Army FM 101-5, *Staff Organization and Operation.* Washington, DC: Headquarters Department of the Army. 31 May 1997.

b. **OPSEC:** As with the terrain model technique, this may be an OPSEC problem if it is performed outside and the area around the rehearsal site is not secured. Another concern is the collection of commanders and their vehicles can bring attention from the enemy.

c. **Terrain:** The optimum location is overlooking the terrain on which the mission will be performed. [13]

6. **RADIO REHEARSAL -** The commander and his staff conduct radio rehearsals by interactively and verbally executing critical portions of the operation over established communications networks. This is accomplished in a general sequence of events that the commander establishes. Because of the obvious dangers involved with using this particular rehearsal, only the essential, most-critical portions of the operation are rehearsed. When used, these rehearsals include all communications facilities and equipment necessary to conduct that actual portion of the operation. To be effective, all participants must have working communications equipment and a copy of the OPORD and overlays. The COC can rehearse tracking the battle simultaneously.

Considerations for the Radio Rehearsal:

a. **Time:** This method can be very time consuming if the unit does not have a clear SOP for performing this rehearsal. Units should practice how to conduct a radio rehearsal before actually attempting to conduct one. A technique is to practice first with everyone in the same room. Once the flow of events is established, practice it from the remote locations.

b. **OPSEC:** As with the full dress and key leader rehearsals, this rehearsal can become an OPSEC problem because of the volume of the radio transmissions and potential compromise of

[13] Ibid.

information through enemy radio monitoring. The use of wire systems is an option but does not exercise the radio systems, which is the strong point of this rehearsal technique. [14]

ADDITIONAL ISSUES

Site Selection - The most important criterion is that the site facilitates the selected rehearsal. However, several other factors must also be considered:

- Security: The site must be secure from attack (ground and air) and from observation. A well-placed observer can compromise your entire operation. Plan a rally point in case of attack or artillery strike.

- Limited Visibility: Consider both the ability of the participants to see and light discipline.

- Noise Discipline: While compromise of the rehearsal is a concern, an even grater problem is the ability of the participants to hear the rehearsal, not generators, aircraft, or vehicles in the background.

- Parking: Tactical parking must be available for both wheeled vehicles and aircraft, but the dismount point must not be in a position to attract enemy attention.

The Sequence and Timing - There are two basic approaches to sequencing the rehearsals. One is for the sequence to follow the flow of the OPORDs down from regiment to platoon. Although normally easier to manage on a timeline, this technique does not allow the subordinate to be truly prepared for the higher unit rehearsal because he has not been allowed to conduct his own. The other is for the rehearsals to begin at the lowest level and move up the chain. This allows the subordinate to more accurately portray his planned action because he has completed a rehearsal of

[14] Adapted from Appendix G, *Rehearsals* U. S. Army FM 101-5, *Staff Organization and Operation.* Washington, DC: Headquarters Department of the Army. 31 May 1997.

his actions.

Whichever time management technique is selected, small unit rehearsals must be conducted under similar conditions as those expected during actual mission execution, but first must be performed with the aid of daylight. As the higher unit builds its timeline, saving daylight hours for use by small units rehearsals becomes critical and must be planned into the timeline.

Technique: Knowledge of the subordinate unit's plan is critical to the commander, but often he does not have time to attend all the subordinate unit rehearsals. One technique is for the commander to attend the main effort's combined arms rehearsal, and the S-3 to attend the supporting units rehearsals. This provides the unit with a higher headquarters' representative who has the authority to adjust the plan as additional issues arise at the rehearsal. The S-3 can also take back issues, problems, and coordination instructions to the COC for follow-up and resolution.

RESPONSIBILITIES

Key personnel responsibilities are arranged by the planning, preparation, and execution phases for the rehearsal. For the sake of brevity, this annex is developed around the combined arms rehearsal. The responsibilities do not change for support rehearsals, only some of the position titles.

PLANNING:

Commander - Provide the following information as part of the commander's guidance following the mission analysis step and re-evaluate after course-of-action selection.

- Rehearsal technique
- Location

- Attendees
- Enemy COA(s) to be portrayed

XO - Ensure all rehearsals are imbedded in the unit's time management schedule.

- Publishing the rehearsal time/location in the OPORD or in a WARNORD.
- Completing any rehearsals with the staff.
- Determining rehearsal products based on type, technique, and METT-T.
- Designating personnel to prepare rehearsal sites.
- Coordinating liaison officer attendance from adjacent units. [15]

PREPARATION:

Commander - Ideally the mission is rehearsed with events phased in proper order from start to finish. When time is short, this is not always possible:

- Identify and prioritize key events to be rehearsed.
- Allocate time for the events being rehearsed.
- Conduct personal preparation to include reviews of:
    - Completeness of task organization.
    - Readiness of personnel and material.
    - Unit level of preparation for the assigned mission.

XO - Through wargaming and coordination with the commander:

- Coordinates and allocates time for the key events requiring rehearsal.
- Establish rehearsal time limits IAW the Commander's guidance and METT-T.
- Verifies rehearsal site preparation; a separate rehearsal site may be required for key rehearsal events such as an enlarged objective area or possible obstacle site. The rehearsal site must be accurate and complete with:
    - Appropriate markings and associated visual aids
    - Parking areas
    - Local security
    - Determine method for controlling the rehearsal and ensuring its logical flow.

Subordinate Leaders – They should complete their planning process to include:

- Completion of unit order/plans.
- Identify issues derived from the parent unit order.
- Provide copy of their unit order with graphics to the parent unit.
- Conduct personal preparation like that of the senior commander.

Battlestaff - The parent headquarters must deconflict all subordinate unit graphics. These composite overlays are the first step for leaders to visualize the whole unit's plan. They should publish composite overlays at the rehearsal to include at a minimum:

- Maneuver
- Fire Support

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[15] Adapted from Appendix G, *Rehearsals* U. S. Army FM 101-5, *Staff Organization and Operation.*

- Engineers
- CSS

Technique: The units should send a representative to the rehearsal site early with the unit graphics. The unit representative can place the unit graphics onto the rehearsal product to ensure accuracy. This early arrival of the subordinate graphics facilitates the consolidation of unit graphics, allowing them to be distributed to commanders prior to the rehearsal. Early distribution of consolidated graphics allows commanders to focus on the rehearsal without worrying about copying graphics. Minor changes directed during the rehearsal can be quickly posted by each commander onto his individual maps. [16]

EXECUTION:

Commander - The commander should command the rehearsal, just as he commands the fight. He must maintain the focus and level of intensity, allowing absolutely no potential for subordinate confusion. Although the staff refined the plan, it belongs to the commander; he must use it to fight.

XO - The director should be the XO. If the director is the S-3, the XO will not sense the intricacies necessary to synchronize the unit or MAGTF. The COC then becomes a mere site for situation maps, not the proactive agent that molds the force's effects to achieve the commander's vision for success. The OPORD, Decision Support Template/Matrix and Synchronization Matrix are the guides the XO uses to control the rehearsal. The XO should:

Washington, DC: Headquarters Department of the Army. 31 May 1997.
[16] Adapted from Appendix G, *Rehearsals* U. S. Army FM 101-5, *Staff Organization and Operation.* Washington, DC: Headquarters Department of the Army. 31 May 1997.

- Conduct a formal role call and ensure everyone brings the necessary equipment to include unit graphics and previously issued orders to facilitate any adjustments to the plan.

- Validate task organization for the mission. Linkups must be complete, or on schedule and required material and personnel must be on hand. The importance of this simple check cannot be overemphasized.

- Synchronize the timing and contribution of each Warfighting function by ensuring the rehearsal of the indicators, by time or event, that are connected to a decision. For example, what are the conditions required to:

    - Commit the reserve, move a unit.

    - Close/emplace obstacle, fire a specific target.

- Discipline leader activities, enforce brevity and ensure completeness at the rehearsal.

- Keep within established time constraints.

- Ensure that key events receive appropriate attention.

- Ensure that absentees receive changes. Changes must be transmitted by courier or radio immediately to absentee and flank units.

S-3 - The S-3 assists the commander in the fight forward; he should rehearse that task. He should:

- Portray his actions during the fight.

- Ensure subordinate compliance with the plan.

S-2 - During the planning phase, the commander should have determined which enemy COAs the plan should be developed to defeat. The S-2 must:

- Portray the best assessment of the enemy COAs. The S-2 should portray a tough, uncooperative, but not invincible enemy.

- Communicate the enemy commander's presumed concept of operation, desired effects, and intended end state.

- **Subordinate Unit Leaders**

- Effectively articulate their unit's actions and responsibilities.

- Record changes on their copies of the graphics or OPORD.

Recorder - After the rehearsal is complete, the recorder:

- Restates any changes, coordination or clarifications directed by the commander.

- Estimates the time that a written FRAGO to codify the changes will follow.

Battle Staff - Updates the OPORD, DST and Synchronization Matrix. If done properly, leader participation in the rehearsal should validate each leader's role as part of the whole force. A good rehearsal ensures a common visualization of the enemy and your own forces with the terrain and relationships between them. It will identify specific actions requiring immediate staff resolution and highlight to the parent commander critical events or activities requiring supervision by himself, the XO, or the S-3. [17]

SCRIPTING THE REHEARSAL

DEVELOPMENT OF THE SCRIPT: An effective technique for controlling the rehearsals is to use a script. The script keeps the rehearsal on track and serves as the checklist to ensure all of the

[17] Adapted from Appendix G, *Rehearsals* U. S. Army FM 101-5, *Staff Organization and Operation.* Washington, DC: Headquarters Department of the Army. 31 May 1997.

Warfighting functions are represented and all outstanding issues are addressed during the rehearsal. The script has four major parts:

1. The Agenda
2. The Response Sequence
3. Unit Actions Checklist (Friendly and Enemy)
4. Sequence of Events

1. **THE AGENDA:** Rehearse using the tools you will use when fighting the battle: the OPORD, Synchronization Matrix, and the Decision Support Template (DST). Use these tools to drive the rehearsal and to also help keep the rehearsal focused. During Fire Support or CSS rehearsals, use the Fire Support Execution Matrix and the Log Synchronization Matrix. If time is short, use the agenda as the menu to select events to be rehearsed. If these items are issued to the subordinates during the OPORD, subordinates will be more prepared for the rehearsal.

2. **THE RESPONSE SEQUENCE:** Ensure the players respond in a logical sequence. This sequence must be determined prior to the rehearsal. One sequence might be by Warfighting function; another might be by unit as the organization is deployed from front to rear. Whatever sequence you use, it must be determined before the rehearsal. Posting the response sequence at the rehearsal site is helpful.

3. **UNIT ACTIONS CHECKLIST:**

Friendly: Each player uses a standard format to describe his unit or staff action. Use of this type of checklist ensures that all significant points are covered quickly. This also helps increase the understanding of the other players because they are able to key on a common sequence of information. Properly used, the checklist allows the rehearsal to move quickly and improves comprehension.

Enemy: The enemy force must be portrayed effectively and quickly without distracting from the rehearsal. A technique is to establish a unit action checklist like that of the friendly units, but from the enemy perspective.[18]

4. **SEQUENCE OF EVENTS:** The following paragraphs provide a generic sequence of events for a rehearsal. Although developed for a combined arms rehearsal, this sequence can also be used for FS and CSS rehearsals. The example below can be used for regimental, battalion or company level rehearsals and will support any of the rehearsal techniques.

Step 1. Ground Rules

- Call roll; START ON TIME.
- Quickly review your SOP to see if you have new players at the rehearsal.
- Ensure a recorder is ready.
- State the agenda being used (OPORD, Synchronization Matrix or DST) and the rehearsal type.
- Provide an orientation to the rehearsal tools (terrain model or visible key terrain, unit icons, etc.) and important graphic control measures.

Technique: Use a logical sequence when explaining the product, north to south or from enemy side to friendly side. Ensure everyone understands the product. Designate the point in the operation that the rehearsal will start. One event prior to the first event being rehearsed allows for proper deployment of forces. Ensure everyone understands the parts of the plan to be rehearsed. An update of both friendly and enemy activities may be necessary to review parts of the plan not being rehearsed.

[18] Adapted from Appendix G, *Rehearsals* U. S. Army FM 101-5, *Staff Organization and Operation.*

Step 2. Deploy the Enemy

Deploy the enemy on the rehearsal product, as they would look at the rehearsal start point. Restating the enemy equipment should not be required.

Step 3. Deploy the Friendly

Deploy the friendly forces (including adjacent units) at the rehearsal start point. As friendly units are initially posted to the rehearsal product, they should state their:

- Task and purpose, task organization, and strength.
- Some units may need to brief their subordinate unit positions at the start time, as well as any particular points of emphasis to include FARPs.

Step 4. Advance the Enemy

Begin advancing the enemy on his most likely course of action (Situational Template) as it pertains to the point on the execution matrix. Since in Step 2 the enemy was deployed up to the point the rehearsal will start, the enemy continues to maneuver from there. Depiction must be definitive, tying enemy actions to specific terrain or friendly units' actions. An accurate portrayal of the situational template developed for the staff wargaming process must be communicated. The enemy is uncooperative, but not invincible.

Step 5. Decision Point

Upon completion of the enemy action, conditions must be assessed to determine if a decision point has been reached. These decision points are taken directly from the DST.

At a Decision Point: As decision points are reached, the XO states the conditions for success. The commander states his decision to continue on the current course or select a branch.

Washington, DC: Headquarters Department of the Army. 31 May 1997.

- If the commander decides to continue the current course of action, the next event from the matrix is stated and the friendly units are advanced (Step 2).

- If a branch is selected, the commander states why he has selected that branch. The first event of that branch is stated, and the rehearsal continues from that point until all events of the branch are rehearsed.

Not at a Decision Point: If the unit is not at a decision point and not at the desired end state, then the rehearsal continues with the XO stating the next event on the synchronization matrix, and friendly units are advanced (Step 2). Use the predetermined sequence as units continue to act out and verbalize their actions.

Step 6. End state of the branch is reached

End the initial phase of the rehearsal after the desired end state of the COA or the branch is achieved. In an attack this will usually be on the objective after consolidation and casualty evacuation are complete. In the defense, this will usually be after the decisive action such as the commitment of the reserve and the final destruction or withdrawal of the enemy and casualty evacuation is complete.

Step 7. Recock

After the initial phase, "recock" to the situation at the first decision point. The XO should state the criteria for a decision to change the plan. Assume these criteria have been met and then re-fight the fight from that point forward, all the way until the desired end state is attained. Complete any coordination to ensure understanding and requirements are met; record any changes. Go to the next decision point and assume that the criteria have been met. If time allows, repeat the previous steps until all decision points and branches have been rehearsed.

Step 8. Follow-up and Coordination

As small issues arise during the rehearsal, they are recorded. At the end of the rehearsal, the recorder states these issues for review and final decision. This ensures the flow of the rehearsal is not interrupted. "Show stopping" issues raised anytime during the rehearsal must be immediately addressed. This coordination is one of the key points of the rehearsals. If it is not done immediately, it will be difficult to get the word to all the players later.

Combined Arms Integration: In a complete combined arms rehearsal, key CS/CSS items must be included. Additionally, participation from the ACE staff, DASC, RWFAC (A) and FAC(A)/TACC(A) crews can be critical to the success of the mission. This is especially true when a branch plan is executed that requires major changes to priority, routing, deconfliction, and target selection. Combat service support plans for casualty evacuation routes, refuel on the move, Class IV/V resupply points, displacement times/locations/triggers for the CSSA, RRPs, EPW collection points, and military police actions. Participants representing these areas should be injected into the rehearsal at the appropriate times by the unit commander or the coordinating staff officer.

Staff Support Actions: The staff updates the DSM/DST and provides it to each leader prior to departure. An option is to provide it prior to the rehearsal and rely on individual pen changes for each update. This is the final opportunity for subordinates to identify and resolve dangling issues. Ensure all coordination done at the rehearsal is clearly understood by all players and captured by the recorder. All changes to the published order are, in effect, verbal FRAGOs. As soon as possible, the battle staff should collect the verbal FRAGOs into a written change to the order.

Terrain Model Preparation:

The terrain model is an excellent tool to plan and rehearse complex operations. Terrain models assist the key leaders to visualize how their actions affect the overall mission and develop a

strong synchronization plan. Time is the biggest factor that determines the terrain model size and complexity. Large terrain models are preferred, with a scale of at least 12 inches per kilometer. A larger terrain model may be prepared if time permits. For a typical “CAX” terrain model, the area should be 45-50 yards long and 20-30 yards wide. An additional area around the terrain model of 5'-10' will be required for spectators and briefers. The area the terrain model represents is very important. The terrain model must represent the unit's entire area of influence to achieve the proper perspective.

Use a small terrain model when less detail is required. If the attendee list is small, a GP tent may be used to cover the terrain model. This provides protection from inclement weather, shields the terrain model from enemy eyes, and allows the terrain model to be illuminated at night without compromising noise and light discipline.

SITE PREPARATION

Early coordination of engineer support is essential. An ACE or SEE tractor will level the ground or dig runoff channels in case of rain. A method that works well is to pile the dirt along one side of the terrain model to create a viewing stand. This allows VIPs and commanders to look down over the entire model while giving the engineer a place to put the spoil.

The first step in preparing the terrain model is to place stakes in the four outermost corners. Ensure that the terrain model is large enough to incorporate all friendly and enemy graphics. For larger scale terrain models, tent pegs should be at equal distance around the edge of the terrain model. String will then be fitted to the pegs to form a grid network. Each resulting grid will represent a 2-kilometer square. This enables people to walk on the terrain model without becoming entangled in the string. For small-scale models, the resulting grids should represent an l-kilometer square. Every grid line should be clearly marked at both ends using 5" x 8" index cards. The index card will be attached to either a wooden block or a tent peg. Having the grids

marked aids in the construction of the model and keeps spectators oriented. Ensure that the model is oriented in relationship to the true cardinal direction. Use a compass to properly orient the model. As a reminder to the spectators, place a north-seeking arrow next to the model. An arrow indicating wind direction is also helpful.

SANDTABLE LAYOUT

Begin construction of the terrain model in one corner. During the construction process, check continually to ensure that objects are not constructed in the wrong place. Mountains and hills will be constructed using dirt. The dirt must be patted and molded so that the finished product resembles the actual terrain feature. The elevation of the mountains and hills must be proportional to the actual terrain.

The road network is one of the most identifiable features when replicating flat terrain. The 1.5" engineer tape can be used to represent roads. Trash bags or butcher paper can be used to represent water. If available, spray the paper/plastic with blue paint. Manmade objects are represented by butcher paper. Twigs, needles, grass or green spray paint represents wooded areas. Camouflage nets can be used to represent woods (green side) or hills (brown side) when time is short, the soil will not allow digging or the rehearsal is conducted indoors.

GRAPHICS

After all the terrain features are constructed, friendly and enemy graphics must be added to the terrain model. These include, but are not limited to:

Boundaries	Coordination points
Phase lines	Release points
Engagement areas	Battle positions
Routes	NAIs/TAIs
Axes of advance	Key terrain

Decision points	Assembly areas
Friendly and enemy unit markers	SBF positions
Friendly and enemy obstacles	Objectives
Known or Templated chemical strikes	Built-up areas

Mark boundaries and phase lines with 2” engineer tape. Mark EAs, BPs, routes, axis, AAs, and objectives with 1" engineer tape. Engineer tape must be staked to prevent it from being disturbed. Large nails placed through the tape into the ground in several spots works well. Friendly and enemy graphics should be marked with 5"x8" index cards. Routes and phase lines must be marked at both ends. Attach the index card to a stake or wooden block. Threat index cards should be written in red ink. Friendly cards are written in blue ink. Obstacles (friendly and enemy) are marked in green, chemical strikes in yellow.

UNIT SYMBOLS

For terrain models that are not large enough to walk on, symbols must be available to represent units. Using 1/4" plywood cut out symbols of unit formations is a good technique when wind may blow index cards off of the terrain model. For mechanized units cut out tanks or AAVs. Infantry units may want to use plastic army men to represent squads/TMs. Units can separate the blocks into units, i.e., company, anti-armor, HMG, mortars, etc. Paint one side of each set the unit color, i.e., A Co, red; B Co, blue; C Co, green. Paint the Company HQ the company color on one side and the battalion color on the other. Then paint the unit designation on each block. Paint the battalion HQ unit blocks for the forward and main command posts. Turn all the blocks over. Divide the blocks up by platoon or section. Paint each platoon or section a different color, i.e., 1st platoon, red; 2d platoon, white; 3d platoon, blue. Then mark them with unit the designation.

This color-coding allows players to keep their own unit symbols in a box and bring them to rehearsals. At regimental-level rehearsals, units are represented by the symbol they brought with their battalion color. Later, at the battalion rehearsal, each company is represented by the company symbol with the color side turned up. If the Battalion rehearsal is down to platoon

leader level, then the entire company can be represented by the colored blocks. These same pieces are then used at the company rehearsal with the platoon and section colors turned up.[19]

CONFIRMATION BRIEFS AND BACKBRIEFS

Confirmation Brief - This briefing is given by subordinate leaders to the higher commander immediately after receiving the OPORD. Subordinate leaders brief the commander on:

- Their understanding of his intent.
- Their specific task and purpose.
- The relationship between their unit's missions and the other unit's in the operation.

Who Attends: The attendees at the confirmation brief vary little by technique. From the issuing headquarters the commander and primary staff should attend the confirmation brief. The commander and S-3 are sufficient from the subordinate units. At company level, platoon and squad leaders give the confirmation brief. Because of its place in the MCPP timeline, immediately following the OPORD, all of the attendees are normally already present.

How Long: All the confirmation briefs should not take more than 15 minutes total. Give the leaders a few minutes after the OPORD to talk to the staff. This allows the commanders to solicit information, but set a time limit. Ensure that the confirmation briefs start on time. All the players should listen to the other confirmation briefs so they understand what is happening around them. Ensure staff members are present to clarify issues as required. Use the same tools that the scheme of maneuver was briefed on during the OPORD. This technique will provide instant feedback for the XO/S-3 to improve on the effectiveness of OPORD presentation. Establish a logical order for the brief. One technique is to brief by Warfighting function (AA/HMG, maneuver units, fire

[19] Adapted from Military Decision Making, *Rehearsals*. Fort Leavenworth: Center for Army Lessons Learned. May 1998.

support, engineers, LAAD, military police, etc). Another is to be by main effort, supporting effort(s), and attachments.

Technique: If time is severely limited, have the S-3 and XO listen to some of the briefs. For example, the DS Artillery battalion commander briefs the S-3 and FSC; the engineer commander briefs the S-3 and staff engineer; the MP, LAAD, RADBN etc., can brief the XO. Briefers should know what key points the commander needs to hear to ensure they both understood what the unit was told to do. Although some points will be the same, most will be different depending on the Warfighting function proponent.

Technique: Confirmation Brief Checklist. Place this format outline on a small chart near the map board so it is easily followed:

1. Explain the enemy's most probable course of action.
2. Explain the higher commander's intent and concept.
3. Explain any identified decisive points or actions.
4. Unit task and purpose.

Backbrief - This is a briefing by subordinates to the commander explaining how the subordinates intend to accomplish their mission. This helps the commander clarify his intent early in the subordinates' tactical estimate process. It allows the higher commander to:

- Identify problems in his concept of the operation.
- Identify problems in a subordinate unit commander's concept.
- It reveals how subordinates intend to accomplish their mission.

The backbrief may be conducted throughout the MCPP, but is best used prior to the subordinate issuing his OPORD. The actual time must be established early in the planning

process to ensure the subordinate has integrated the backbrief into his timeline. The most commonly used type for the backbrief is a map rehearsal.

Who Attends: The attendees at the backbrief vary little by technique and are much the same as the confirmation brief. From the issuing headquarters, the Commander and primary staff should be on hand for the backbrief. The Commander, S-3, and FSC are sufficient from the subordinate units. At company level the Platoon/Squad Leaders and attached squad or section leaders provide backbriefs. If possible, have all the players listen to the others backbrief so they understand what is happening with the forces around them.

Technique: Use the same cartoon or concept sketch as used during the OPORD. Add an acetate drop to the butcher chart or map. On the new drop have the subordinate commanders brief and draw their concept over the higher unit's concept sketch, each unit using a different color. Have the unit write its task and purpose in the corresponding color on the drop. This provides a graphic product that stays in the COC for later reference. Because of time and distance factors involved, it is not always possible to have every one come together for the briefing simultaneously. When this situation occurs, this technique allows the briefer to at least see the concept of the units that briefed earlier.

Technique: The higher commander travels to the subordinate COCs or CPs with the butcher chart and acetate drop in his HMMWV. When all the briefings are complete, the commander has one product with all the subordinate concept sketches drawn on it. This provides a record for the COC of decisions and changes (such as approved graphic control measure modifications or a request to change a unit boundary).

How Long: The backbrief by subordinate commanders should not take more than 10 minutes each. The senior commander must remember and respect the subordinates' timeline. If the

commander cannot get to every backbrief, then he must prioritize. The XO/S-3 could take the backbriefs from the supporting efforts.

Technique: Backbrief Checklist. The commander establishes the sequence of briefings. Each backbrief should include:

1. A copy of the subordinate unit graphics so the higher staff can begin the de-confliction process.
2. An explanation of your assumptions, task organization, mission statement, and concept cartoon.
3. A discussion in detail of actions at critical points such as the breach or passage point. The commander may designate a sequence for these events to be discussed (i.e., passage, visual contact, direct fire contact, actions on objective) to present a common, and easier to understand, information sequence.
4. A request for any additional resources or graphics changes. [20]

REHEARSAL SCRIPTS

Regimental and Battalion Combined Arms Rehearsals:

After receiving an OPORD, subordinate leaders must be afforded the necessary time to complete their own planning prior to a parent unit's combined arms rehearsal. This ensures subordinate commanders have time to assign responsibility for specified tasks and resolve issues discovered in the parent commander's OPORD.

WHO ATTENDS: The commander, XO, and primary staff, the subordinate unit commanders and their S-3, S-2, and FSC should attend. Other pivotal players in the unit mission must attend

[20] Adapted from Appendix G, *Rehearsals* U. S. Army FM 101-5, *Staff Organization and Operation.* Washington, DC: Headquarters Department of the Army. 31 May 1997.

as well. These include the normal slice leadership along with units supporting such the ACE if part of a MAGTF. Whenever possible, flank units and the higher unit should be invited to attend.

HOW LONG: Usually, there is insufficient time to rehearse the entire operation. About 1½ to 2 hours is a good rule but is METT-T dependant. If too much time is consumed, separate Warfighting function support rehearsals and subordinate unit combined arms rehearsals will lack sufficient time. Rehearse the most important event first, and, as time permits, continue to rehearse subsequent events. Subordinates should arrive prepared to rehearse the prioritized events.

REHEARSAL SCRIPT:

Agenda: Use the DST and the Synchronization Matrix.

Response Sequence: Establish before the rehearsal starts. Post where all participants can see it. See box for example sequences.

Regimental and Battalion Combined Arms Rehearsal RESPONSE SEQUENCE	
Regt	**Battalion**
Main Effort BN	Main Effort CO
Supporting BN(s)	Supporting COs
DS Artillery Battalion	FSC
Eng Company	81 mm Mortar Plt CMDR
LAAD	S-4/1
CSSD	BAS
COC	
SPECIAL (MP, ACE, HMLA, HMM, HMH, DASC, VMFA(AW))	Log train Commander

Unit Actions: Develop a checklist for both friendly and enemy actions. Either include in your unit SOP or distribute copies to all participants before the rehearsal starts.

Sequence of Events: See page 67.

VISUAL CONTACT: As we enter the breach area, my lead company will be able to assess the effectiveness of the smoke and adjust as necessary. I will use my mortars to mark the TRPs…

PHYSICAL CONTACT: I will establish a position in defilade behind the SBF position and as soon as possible move them back behind Bravo Company.

RECEIVE INDIRECT FIRE: We will depend on survivability moves and counter battery radar to handle any indirect fire.

OBSTACLES: Any hasty protective obstacle breaches will be marked IAW the Regimental SOP. As Alpha Company moves off SBF 2, Charlie Company will send a guide back to lead them through any obstacles he breached.

ENEMY AIR: Alpha, Bravo, and Charlie will have LAAD oriented on enemy air corridors.

NBC CONDITIONS: We will assume MOPP IV in the assault position.

EW: If we experience jamming, we will work through it by SOP.

THE RESULT: By clearly articulating his actions, each subordinate commander adds to his and the unit's visualization of the battlefield. This includes spatial relationships and the actions of each unit. He is able to display the timing of key events and the criticality of his unit or action to mission accomplishment. Players at the rehearsal must be prepared to discuss in detail how their units will perform and react to projected enemy actions. Situational awareness must be rehearsed by identifying critical locations, conditions and events, as they will present themselves in the battle. [21]

Regimental CSS Rehearsal:

[21] Adapted from Appendix G, *Rehearsals* U. S. Army FM 101-5, *Staff Organization and Operation.* Washington, DC: Headquarters Department of the Army. 31 May 1997.

The regimental CSS rehearsal ensures synchronization of the CSS effort within the unit and ensures that the CSS effort supports the commander's intent. Regimental rehearsals normally occur immediately following the combined arms rehearsal. The players include key CSS leadership from across the units.

WHO ATTENDS: Units must remember that this is the regimental commander's rehearsal although the regimental S-4 normally conducts it. Each battalion and separate maneuver element sends the XO, S-4, MMO, log trains commander, and the BAS. The CSSD sends the commander, S-2/3, all platoon commanders, platoon SGTs, MEDEVAC Team LDR, Maint Officer, and Repair Control Supervisor. The regimental staff sends the XO and representatives from the S-4, S-2, regimental engineer, FSC, S-3 and leadership from any specialty platoons such as MPs. When time is short, the attendance may be modified.

HOW LONG: A good rule is about 1 to 1½ hours. Time dedicated to the CSS rehearsal is very "expensive" because of the nature of ongoing CSS activities. Participants must arrive on time and ready to rehearse. The timing of the rehearsal must be carefully coordinated. A convenient time is normally immediately following the combined arms rehearsal because most of the players are already there. Since key players, such as the battalion XO, S-4 and log trains commander, must attend both battalion rehearsals and regimental CSS rehearsals, the regiment must coordinate the timing of the rehearsal early enough for the Battalion to incorporate it into their timeline.

REHEARSAL SCRIPT:

Agenda: Use the Regimental Logistics Synchronization Matrix

Response Sequence: Establish before the rehearsal starts. Post where all participants can see it. See box below for an example.

Unit Actions: Develop a checklist for each type of unit and the specific players in each unit. Post where all participants can see it.

Technique: The regimental S-4 should establish a standard response list and includes it in the unit SOP. All attachments are immediately given a copy so that they will understand what is expected of them at the rehearsal. Significant time can be saved if all players understand what to say and say it without hesitation or prompting. Divide the mission into three phases: before, during, and after. Use LD time to divide between before and during phases. Use achievement of the commander's endstate or change of mission to begin the after phase. Move through your response sequence one time per phase to ensure all players are represented. As the enemy is deployed in Step 2 the S-2 should address likely avenues of approach, intelligence updates concerning level I and II threats, as well as refugee activity and deep artillery/aviation threats.

During Step 3, units may provide a current status update. For example, the battalions successively lay out current assets, unit locations to include the BAS, combat trains, RRPs, and their current combat power. The CSSD briefs current CSSA locations, critical logistical activities within the next 24 hours, critical shortages, throughput locations and times.

During Step 5, rehearse the branches in the same sequence they were rehearsed at the combined arms rehearsal. Every functional area should be addressed. Units should articulate enroute requirements, i.e., repair, recovery, evacuation, etc. Units must move physically on the terrain board or sketch map to show the relationship between positions and functions of the logistics effort. Specific times, grids, communications nets, and requirements must be stated. Critical points are confirmed such as trigger points, control measures, and coordination points. Interactive coordination should occur throughout this process.

The senior logisticians present should ensure actions "during" the battle contribute to the logistics preparation of the battlefield for the next fight. These include hasty displacement plans, alternate communications means, alternate routes and locations, response to rear threats, use of

aerial resupply and evacuation, and security measures. Walk through key events such as medical evacuation from point of injury, BAS/RAS, to the next echelon of care--across all phases--emphasizing the connectivity and accountability. Players must "see" the operation from all aspects.

The CSSD commander and the CSSD S-3 should discuss each set of branches, particularly if the branch affects higher or adjacent commands. The focus must be on continuing to logistically shape the battlefield for future operations.

Logistical actions on the objective should reflect the same level of detailed coordination as the preceding phases. Focus on recovery from combat, clearing casualties, pre-positioning Class IV and other commodities; concentrate on speed of recovery from losses and re-establishment of the regiment's logistics base. Identify dedicated routes for both ingress and egress and emphasize route discipline. Ensure sure units know the location of obstacles and minefields.

REGIMENTAL CSS REHEARSAL ACTION CHECKLIST

Maneuver Battalion(s):
BN XO: Unit task and purpose (stated once), unit location, unit actions (approach march, assault, etc.).
BN S-4: Combat trains location, combat trains movements, combat trains actions (movements, reports, possible emergency requests.).
Bn Surgeon: BAS and RAS location, displacement routes, triggers, and setup times.
MMO: Location and organization of UMCC.
Log Trains Commander: Location of field trains, resupply actions, supply status, battalion resupply and movement actions.

Artillery Battalion(s):
BN XO: Location of batteries, key actions, movement triggers, and displacement plan.
BN S-4: Resupply actions.
HQ BTRY CDR: Location, supply status, resupply actions as described by the S-4.

Engineer Company(s):
XO: Location of units and key actions.
CO Gunny: Resupply operations.
Trains Commander: Locations of field trains, supply status, resupply operations described by the company GYSGT.

CSSD:

CO/S-3: CSSA location and unit disposition, critical supply activities, CSS synchronization matrix.

CSSD Platoon Commanders: movements, key actions, passage of lines operations, link-ups, and routes.

SPECIALTY UNITS: Only respond if they have critical issues or actions that impact on a specific event such a air delivery mission, heloborne resupply to a critical unit, or a high priority ground resupply mission.

THE RESULTS: Two critical products that should result from the CSS rehearsal are a validated CSS annex for regiment and CSSD OPORDs and a finalized regimental CSS synchronization matrix. The CSS rehearsal validates who, what, when, where and how of support. It will demonstrate that supporting plans integrate the logistical imperatives of anticipation, integration, continuity, responsiveness, and improvisation. It helps subordinates visualize the conditions for actions and triggers for change. After the rehearsal is complete, the recorder should restate any changes, coordination or clarifications directed by the commander and estimate the time that a written FRAGO to codify the changes will follow.[22]

The Battalion CSS Rehearsal

The battalion CSS rehearsal is in much greater detail than its regimental counterpart. How CSS tasks will be accomplished must be laid down by unit and event. Individual sections and units are addressed for each task. Most often the rehearsal occurs just prior to supply hand off at the RRP. Leaders who will execute each critical exchange should be the players at the rehearsal; however, this should be balanced with other preparation priorities.

WHO ATTENDS: The XO, S-4, H & S company commander, MMO, mortar and AA/HMG representatives, log trains commander, combat trains commander, and BAS attend from the battalion. Having the AirO and Chaplain attend is helpful as well.

REHEARSAL SCRIPT:

[22] Adapted from Appendix G, *Rehearsals* U. S. Army FM 101-5, *Staff Organization and Operation.* Washington, DC: Headquarters Department of the Army. 31 May 1997.

Agenda: Use the same agenda tools that were used in the regimental combined arms rehearsal.

Response Sequence: Establish before the rehearsal starts. Post where all participants can see it. See box for example on page 98.

Unit Actions: The unit should develop an SOP for friendly and enemy actions checklist. If the SOP does not cover this information, a checklist should be produced and distributed prior to the rehearsal. (See box below)

Sequence of Events: The S-4 controls the rehearsal just as the XO did the combined arms rehearsal. [23]

BN CSS REHEARSAL ACTIONS CHECKLIST
Company Gunnery SGT: Unit task and purpose (stated once), unit location, unit actions, routes, and resupply points.
Company Corpsmen: Casualty collection points (CCP) locations and evacuation routes.
Maint Team Chief: Location of recovery, location of maintence, and RRPs.
BN S-4: Combat trains location, combat trains movements, combat trains actions (movements, reports, possible emergency requests).
BN S1: Replacement activities.
BAS: BAS and RAS location, displacement routes, triggers, setup times, and procedures for evacuation to the next level of care.
MMO: Location and organization of UMCP.

Fire Support (FS) Rehearsals

Fire Support rehearsals are important for ensuring the synchronization of the fire support plan with the scheme of maneuver. Technical fire control details should be addressed in the DS artillery battalion rehearsal and the artillery technical rehearsal. This rehearsal should focus on

[23] Adapted from Appendix G, *Rehearsals* U. S. Army FM 101-5, *Staff Organization and Operation.* Washington, DC: Headquarters Department of the Army. 31 May 1997.

maximizing the ability of the fire support systems to support the plan and achieve the commander's intent.

WHO ATTENDS: Although this is a FS rehearsal, the regimental S-3 must be closely involved to ensure synchronization of the FS plan with the maneuver plan. Whenever possible, the regimental commander should participate as well. Normally the regiment sends the XO, S-3, S-4, S-2, regimental engineer, regimental AFSC, and a representative from the CSSD. Key representatives from the DS artillery battalion include the commander, S-3, S-2, BN FDO, and the radar officer. Key representatives from the ACE include: ACE staff, DASC, RWFAC(A) and FAC(A)/TACC(A) crews. From the maneuver battalions, S-3, FSC, AA/HMG platoon CMDR, and 81mm platoon CMDR, and the FISTs. The DS artillery battalion commander normally commands this rehearsal for the regimental commander. He is assisted by the regimental AFSC.

HOW LONG: Plan for 1 to 1½ hours for the FS rehearsal. There is usually not time to rehearse every target. Units should rehearse at a minimum the essential fire support tasks. The purpose of the FS rehearsal is to ensure synchronization of the FS effort within the unit and to ensure that the FS plan supports the commander's intent. Fire support rehearsals normally occur after the combined arms rehearsal. Normally the technique selected for the rehearsal is the radio technique, although the terrain model technique is preferred.

REHEARSAL SCRIPT:

Agenda: Use the fire support execution matrix as the script. Normally prior to the rehearsal, the DS FDO will announce the regimental consolidated target list by number, grid and any special instruction for the targets to all of the participants.

Response Sequence: Establish a response sequence early, and then review it in Step 1. Post where all participants can see it. (See box for example on page 101.)

Technique: Often when using the radio technique, it becomes difficult to keep the rehearsal moving because the players cannot see each other. Establishing a response sequence by SOP will help significantly.

Technique: Units respond as they are deployed front to rear. Units with no targets state so and back-up observers are allowed to fire targets. The shortcoming to this technique is that often back-up observers call the target prior to the primary observers, but this technique ensures every "observer" rehearses every target for the phase.

Unit Actions: See box for an example.

FRIENDLY UNIT ACTIONS

- *When* are the conditions or trigger?
- *Where* is the target, and where will it be observed from?
- *Who* is responsible for the target, the backup, which radio net will it be called over and the backup?
- *Why* purpose of the target?
- *What* are the desired effects?

Sequence of Events: If the FS rehearsal occurs prior to the combined arms rehearsal, then selection of branches to rehearse is done by the FSC. If it occurs after the combined arms rehearsal, then the sequence the branches are rehearsed mirrors that of the proceeding combined arms rehearsal. Step 2 may include an intelligence update. In Step 3 the FSC states the FSCM in effect at the starting point of the rehearsal and provides any last-minute guidance necessary. In Step 4 the DS artillery battalion S-2 advances the enemy or the friendly one critical event at a time. When the S-2 finishes describing the event, all fire supporters will execute the portion of the fire support plan triggered by the action.

THE RESULT: This rehearsal ensures the validity of the FS plan. It will illustrate why fires are needed in relation to specific maneuver events and what they are intended to accomplish. It

crosswalks observers with shooters and ties them to a condition or event on the battlefield. It will ensure that FS performs the missions assigned and meets the commander's intent. When properly performed, the rehearsal practices the redundancy of observers and nets by having both the backup and primary shoot the targets. The FS plan is validated with the scheme of maneuver, the commander's intent, and attack guidance. It ensures the obstacle plan is coordinated with the FS plan and both support the maneuver plan. Finally it ensures the control measures for protecting and controlling aviation and ground forces are in place, integrated, and understood by all. [24]

BN FS Rehearsals

The Battalion FSC normally runs this rehearsal. Involvement should be from the Battalion FSCC personnel, FISTs, scout sniper platoon, and any attachments that will likely control supporting arms. This includes the S-3, AIRO, and S-2. Shooters include the 81 mm mortar platoon.[25]

Company Rehearsals

The company level is the lowest level that performs the combined arms rehearsal. Separate support rehearsals are not normally time efficient or very effective at this level. This integration of rehearsals is essential for all the leaders and Marines participating to visualize special relationships and the complexity of seemingly simple tasks.

WHO ATTENDS: Minimum attendance at company rehearsals consists of the commander, XO, 1ST Sgt, company gunny, platoon CDRs and SGTs, weapons platoon section leaders, and the balance of the HQ section.

REHEARSAL SCRIPT:

[24] Adapted from Appendix G, *Rehearsals* U. S. Army FM 101-5, *Staff Organization and Operation.* Washington, DC: Headquarters Department of the Army. 31 May 1997.

Agenda: If a matrix OPORD format is used, it can become the rehearsal script.

Response Sequence: First, determine the level to which the mission will be rehearsed (i.e.: platoon leaders, squad leaders, fire team leaders). Then list each participant in sequence. Each participant uses an established format for his respective response.

Unit Actions: Actions checklist is the same as the regimental and battalion rehearsals. Since there is no S-2 to represent the enemy, the XO can represent the enemy.

Sequence of Events: Go into as much detail as possible. When time is limited, select key events to rehearse such as actions on the objective, breeching, and FISTs actions.

VISUAL CONTACT AND PHYSICAL CONTACT: I will attempt to bring the entire platoon up to engage individual enemy vehicles or positions. If he sees us first, we will return fire and seek a covered position immediately, then provide suppressive fire to allow my other three tracks to suppress and my second platoon to work around for the assault.

RECEIVE INDIRECT FIRE: We will continue to make survivability moves every seven minutes as per company SOP; since we will be in bounding overwatch, this will not require extra moves. The best way to move if we start receiving indirect fire is forward as it probably means the enemy is giving ground.

OBSTACLES: We will mark all breaches by regimental SOP and report them on the company net.

ENEMY AIR: At this point the most probable place we will get attacked is at SBF position. The LAAD team traveling with the company will be our primary defense. For rotary wing, will engage with the .50 cals on the AAVs using volley fire when possible. For fixed wing, I will set an aerial TRP and we will use the .50 cals.

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[25] Ibid

EW: If we get jammed, we will work through per the company SOP.

THE RESULT: The units at the company rehearsal must see the conditions for success being established so they can recognize them later during the fight. [26]

DS Artillery Battalion Tactical Rehearsals

The DS Artillery Battalion conducts both an artillery battalion tactical rehearsal and an artillery technical rehearsal. Both rehearsals ensure the DS battalion's plan is synchronized with the regiment's maneuver plan and supports the regimental commander's intent. The artillery battalion rehearsal includes key players from the artillery battalion and normally occurs at the DS battalion's COC.

WHO ATTENDS: Participants in the artillery battalion tactical rehearsal include the FSC, XO, S1, S-3, S-3A, S-2, S-4, Btry Comm Chief, FDO, NBCO, and battery commanders with FDOs, radar officer, survey officer, Met Chief, MMO, and COMMO. Whenever possible, the firing batteries and platoons, down to individual section level, should participate.

HOW LONG: The entire rehearsal should not take more than 1½ to 2 hours. Participants must arrive on time and be ready to rehearse. The rehearsal must be planned into the battalion timeline to ensure all the key players are available.

REHEARSAL SCRIPT:

Agenda: Use the fire support execution matrix.

Response Sequence: Establish in the unit SOP. Post where all participants can see it.

Unit Actions: See box for an example.

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[26] Adapted from Appendix G, *Rehearsals* U. S. Army FM 101-5, *Staff Organization and Operation.* Washington, DC: Headquarters Department of the Army. 31 May 1997.

Sequence of Events: In Step 2, the S-2 should discuss mobility corridors/avenues of approach down to company level. From the enemy perspective, he discusses the most likely COA: enemy position, phases of fire, decision points, reconnaissance assets and missions, TA capabilities, probable NBC/FASCAM strike locations, and helo assault locations. In Step 3, the units deploy onto the rehearsal product.

ARTILLERY REHEARSAL ACTION CHECKLIST
BATTERY COMMANDERS: State task and purpose (once), location, azimuth of fire, projected combat power, essential FA task at that point of the operation, number of targets in file, alternate location and trigger for movement and required movement time, ammunition status, status-of-position improvement, and CASEVAC plan for the position. **RADAR:** State task and purpose, position, movement trigger, active zones, cueing corresponding to the zones, adjacent unit security, GS fire, and GS radar support. **COMBAT TRAINS COMMANDER:** Task and purpose (once), location/trigger for movement, BAS locations, Mass casualty mutual support plan, location of RRPs, UMCC, Class V status in combat trains, and other CSS triggers. **FIELD TRAINS COMMANDER:** Task and Purpose (once), location, Cl V O/H, ration cycle, RRP/Time and location, targets supporting the CSSA, CSS triggers. **BN FDO:** Scheme of fires, target assignment/volume and desired effects, MET schedule/status, fire order standards, priority nets, method of communication (voice or digital), primary and secondary observers. **NBCO:** MOPP status, decontamination assets, link-up points, and dirty routes. **COMMO:** RETRANS locations, RETANS coverage/NET ID changes, movement triggers, and emplacement times.

THE RESULT: At the conclusion of the artillery battalion rehearsal, each member of the battalion team should leave with a clear understanding of required actions and essential artillery tasks, by phase or event. The artillery battalion rehearsal synchronizes the battalion's C^2, logistics, and delivery assets to the regiment's scheme of fires, ensuring the artillery battalion can support the regimental commander’s intent.

Artillery Battalion Technical Rehearsal

The artillery battalion conducts the technical rehearsal to verify that all of its subordinate firing units can support the regimental scheme of fires. This rehearsal should be conducted prior to the regimental fire support rehearsal. This will assist the S-3/BN FDO in making changes to the scheme of maneuver if targets are out of range or to identify problems with target shift times. All special missions such as copperhead, smoke, and FASCAM should be verified.

WHO ATTENDS: The artillery technical rehearsal is normally conducted radio by the BN FDO to ensure a firing solution can be met for all assigned targets. Participation is normally down to howitzer level. All attached or reinforcing firing units should also participate.

HOW LONG: A well-prepared technical rehearsal should take no longer than one hour.

REHEARSAL SCRIPT: The rehearsal should begin by polling each firing unit and equipment status, specifically verifying unit location, azimuth of fire, tube strength, ammunition on hand, LCU, BUCS, and AFCS status. The FDO will restate the battalion fire order standard. The BN FDO verifies the target list data by polling the FDCs by target number to ensure all units have the correct target list on hand. The last administrative data is verification of all known FSCM. The actual rehearsal structure will follow the regiment's designated events or phases. The BN FDO initiates each mission by announcing the regimental trigger and target number in the scheme of fires sequence. A battery FDO specified by the BN FDO will follow up with the volume of fires and units to fire throughout the rehearsal. Each battery FDO will compute technical data for each mission to validate the firing solution. Gun crews will verify ammo on hand and traverse limits. If time is limited, special missions such as Copperhead, SEAD, and FASCAM should be rehearsed during or prior to the technical rehearsal to clarify gun line responsibility and verify shift times.

THE RESULT: Assignment of units to fire and volume of fire as rehearsed during the artillery battalion rehearsal will be verified and refined. The artillery battalion will now be prepared to

participate in the regimental FS rehearsal. "**Show stoppers" such as shift times, range limitations, angle of fire and ammunition distribution, have been identified and resolved.**

Combat Service Support Detachment (CSSD) Rehearsals

The CSSD rehearsal ensures the mission support operations occurring in the CSSA are effective and organized. The players include key CSS leaders from the CSSD along with the regimental and battalion field trains leadership. It normally occurs in the CSSA. The CSSD should rehearse significant events, such as casualty evacuation, defense, reconnaissance and security, convoy assembly, quartering party procedures, quick reaction force (QRF) assembly and employment, and movement of the CSSA.

WHO ATTENDS: Participants in the CSSD rehearsals are normally the CSSD commander, XO, and S-3, S-4, platoon commanders, and the COMMO. The regiment and battalions being supported by the CSSD should send their field trains leadership as well.

HOW LONG: A good rule of thumb for any rehearsal is about 1 to 1½ hours.

REHEARSAL SCRIPT:

Agenda: The agenda can follow the entire regimental scheme of maneuver or it can be a list of key events that the CSSD commander wants to rehearse.

Response Sequence: Establish the response sequence based on unit SOP or the participants in the rehearsal.

Unit Actions: See CSSD rehearsal actions checklist.

Sequence of Events: CSSD rehearsals can be initiated either on a time-based event, such as quartering party departing or an enemy-based event, reference Step 2. In either case, state the conditions that trigger the event to take place. In step 3, units respond in sequence with their

actions. For each phase, the response sequence is completed and each player presents his actions and responsibilities. These could include the communications plan, LAAD and FS coverage, actions on contact, and medical support.

THE RESULTS: The results of the CSSD rehearsals ensure operations within the CSSA do not negatively impact on normal events. Rehearsals of the QRF ensure routes have reconnoitered and positions established, thus reducing chances of fratricide. Also it ensures that units understand MEDEVAC procedures, and convoy assembly areas to ensure critical routes stay clear.[27]

[27] Adapted from Appendix G, *Rehearsals* U. S. Army FM 101-5, *Staff Organization and Operation.* Washington, DC: Headquarters Department of the Army. 31 May 1997.

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